

Sales Management

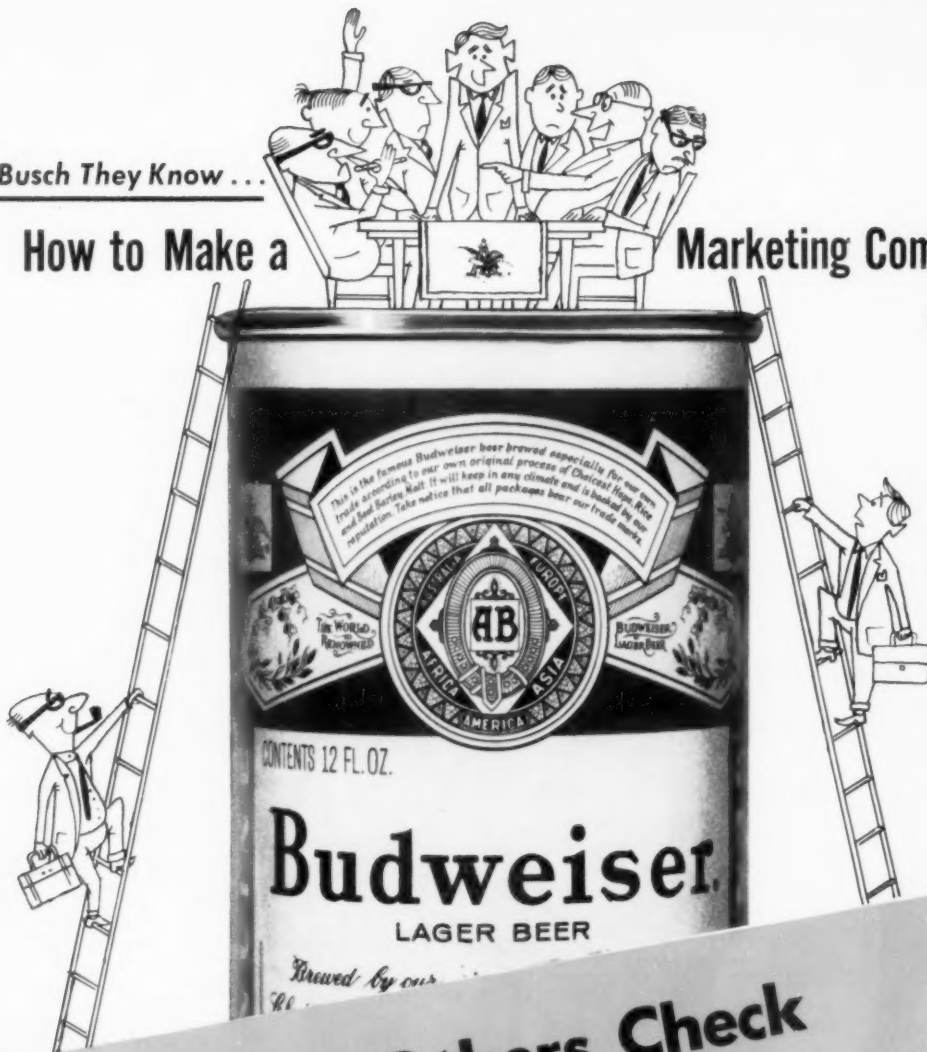
THE MAGAZINE OF
MARKETING

At Anheuser-Busch They Know ...

How to Make a

Marketing Committee Work

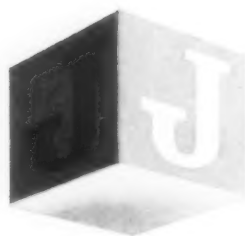
Page 38



A
STRIKING
CHALLENGE

Can the Others Check
GM's Marketing "Glacier"?

Page 33



is for Journey—it's the trip from your store
Your delivery truck makes to the customer's door—
Just think what you'd save if the goods on your shelves
Were happily toted by shoppers themselves!



is for Gardner who makes Unifolds
The "take-along" package that cleverly holds
Most items you sell—and have handles that make it
So easy to carry that folks say, "I'll take it".



Persuasive Packaging

DIAMOND GARDNER CORPORATION

THE GARDNER DIVISION
MIDDLETOWN, OHIO



DRY CARTONS • CARRIERS • BOXBOARDS
PARAFFIN CARTONS • RETAIL CARTONS

If you want to make a sale...



...there's nothing so powerful as an idea

Better Homes and Gardens makes **more sales** because it gives people **more buying ideas**

There's never a food page in *Better Homes and Gardens* that doesn't "ask for the order," that doesn't say, in effect, "You can do this, too!" But this editorial recipe for exciting people to try it or buy it isn't reserved for food pages only. The magic of ideas moves BH&G readers to decorate, to build, to travel by its pages—to "live by the book." And since an average of 15½ million men and women read *Better*

Homes and Gardens each month, that means a lot of people acting on a lot of ideas! Advertising is welcome and productive in *Better Homes and Gardens'* atmosphere of ideas. For BH&G has a gift for making people want things so much that they're ready to go out and buy them.

Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans

During the year 1/3 of America reads



...the family **idea** magazine

NOW OVER 4,500,000 COPIES MONTHLY

NOVEMBER 7, 1958

1

It's 2 to 1

in fast-service
eating places,
twice-the-turnover
per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountain Restaurants
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

**THEY ALL HAVE
ONE THING IN COMMON—**

FAST SERVICE

To effectively reach this
specialized market specify
FAST FOOD
for an advertising schedule

BPA

NBP

FAST FOOD

magazine

630 THIRD AVE.
NEW YORK 17, N. Y.



Sales Management

THE MAGAZINE OF MARKETING

November 7, 1958

Vol. 31, No. 11

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y. YUkon 6-4900

HIGHLIGHTS

GM'S GROWING 'GLACIER' . . .

Ford, Chrysler and the others must match wits against General Motors' superior resources, stronger dealer organizations, and an "all-new-every-year" policy. Chevy alone sells a third of all cars bought. What's ahead for the "big three"?

33

HOW TO MAKE A MARKETING COMMITTEE WORK

Sometimes battles royal take place, but efforts of Anheuser-Busch's marketing committee have given the nation's leading brewery its highest nine-month shipments in its history. You might ask yourself what your marketing committee has brought your company. Or if yours is the same kind of marketing committee that's functioning at A-B: "one that has various department people on it with authority and responsibility for marketing of the product."

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THE SALESMAN'S ROLE GETS BIGGER

Your salesmen look to you to explain how they "fit in" to the organization when you convert to the "marketing concept" of sales. And after you read this exclusive pre-print of material to appear in the November Grey Matter, you'll want to pass it on to your salesmen. Because this gives the answer. It will help them—and help you.

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TREND OF EXPENSE ACCOUNT SPENDING

Expense accounts are always a touchy subject. And during a recession, they are one of the first things to meet the suspicious eye of cost-conscious management. But surprisingly, only 20% of SALES MANAGEMENT's Sales Leadership Panelists report a decrease in expense account spending this year as compared to last. Of the panelists, 20% are spending more than last year, and 58% about the same. You'll read why on page . . .

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Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

SALES MANAGEMENT

NOVEMBER RETAIL SALES BUILD TO NEW PEAK

"The stage should now be set for a new retailing boom." So says Dr. Jay M. Gould, Research Director, SALES MANAGEMENT's *Survey of Buying Power*. In SM's exclusive High Spot Cities Report, Dr. Gould predicts November retail sales will again fall into the plus column, compared with November, 1957. And he gives you a glance into December which may reach the best single-month retail sales total in history.

98

EVERY (SUCCESSFUL) EXECUTIVE HAS A GIMMICK

Adroitness in manipulating one's superiors as well as subordinates often is a characteristic of the executive who survives and prospers in the struggle in the executive suite. Sterling (Red) Quinlan, an American Broadcasting Co. vice-president, vividly describes the winners and the losers in his new novel, "The Merger," published Oct. 16 by Doubleday & Co., Inc. Here is how he reports a key play.

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"F" follows Fads.

You can see at a glance.

The newer they are,
The deeper his trance.

If you're selling Hula Hoops or Propeller Beanies, KHJ Radio, Los Angeles, isn't for you. You want a station which programs for Fad Followers. To keep them interested one has continually to invent some new novelty. In broadcasting, the unfortunate result is a constant change in format.

While the programs have changed, KHJ Radio's objective has remained the same for more than 36 years: to produce results for our advertisers by appealing to stable, mature, buying adults. KHJ's "Foreground Sound" delivers audiences which extend the same loyal attention to both program and commercial.

Never underestimate the variety of tastes that make up America's 2nd market. Here is a medium programmed to satisfy them all (except Fad Followers).

KHJ
RADIO
LOS ANGELES

1313 North Vine Street
Hollywood 28, California
Represented nationally by
H-R Representatives, Inc.





"Now, Joe, whose figures are you gonna believe — the Government's or ours?"

Next to the business of turning out Haire trade magazines, we probably spend more time answering questions than anything else.

These questions (thousands of them every year) come from retailers, manufacturers, wholesalers, trade associations, advertising agencies, other media (even our competitors) . . . from everywhere. The questions are mainly concerned with the 27 consumer markets served by our twelve merchandising magazines.

Wherever there is an answer to these questions, somebody in our organization usually has it—an editor, a publication manager, a researcher, a sales training specialist—somebody.

If we can aid you by answering questions that can help you, please call upon us. Our business is helping retailers (and advertisers) to move more merchandise profitably. Right answers when they're needed contribute toward that end.*

* And so does a regular schedule of advertising in Haire trade magazines.

Sales Management

EXECUTIVE OFFICES, 630 Third Avenue
New York 17, N. Y. YUkon 6-4800

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U. S. and Canada: \$10 a year
Foreign: \$15

ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

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Bill Brothers Publications in MARKETING
(in addition to Sales Management): Sales



Meetings, Tide, Premium
Practice. INDUSTRIAL:
Rubber World, Plastics
Technology. MERCHAN-
DISING: Fast Food, Floor
Covering Profits and

Tires, TBA-Merchandising.
Copyright, Sales Management, Inc., 1958

SALES MANAGEMENT

MONEY... sells insurance to business and industry...



MONEY sells the owner-executive in Nation's Business

Mutual Of New York's specially designed advertising campaign in Nation's Business addressed specifically to owner-executives offers valuable help in dealing with personnel problems. In one week after the first insertion over 100 businessmen from 31 states had responded . . . in two months, they totalled over 1200. About 38% of these are men at the top level in corporate giants and in those vitally important, busy medium-sized companies on the way up. These are the executives who have an owner's interest, an owner's stake, an owner's authority to take action.

Nation's Business is edited for owner-executives. Of 750,000 subscribers, 550,000 are the presidents, owners or partners of firms or are stock-owning corporate officials. Here is broad coverage of all markets in all sections of America. This is the largest concentration of ownership-oriented executives available to you today!

Leading Business Insurance Advertisers Sell This Profitable Market. The List Includes:

Hardware Mutuals
Mutual Of New York
The Travelers Insurance Company
Insurance Company of North America
Lincoln National Life Insurance Company
New York Life Insurance Company
Aetna Life Insurance Company
Hartford Fire Insurance Company

Nation's Business

A USEFUL LOOK AHEAD

OUTLOOK FOR THE

'60

PAGE 36

The next Congress: What you can expect . . .
Business needs mature autocrats . . .
How productivity can be improved . . .
Check company efficiency quickly . . .

LINAGE GAIN—INSURANCE ADVERTISERS



750,000 CIRCULATION GUARANTEE
... includes 80,000 members of the Chamber of Commerce of the U.S. and nearly 700,000 other business executives.

ACTION IN BUSINESS results when you advertise to business and industry in **NATION'S BUSINESS**

NOVEMBER 7, 1958

and now... new proof of the Sales Power of CONFIDENCE

In high advertising councils, where conflicting competitive claims must be met and resolved, the selling influence of reliable endorsements has long been recognized. But charting their precise sales value has been difficult.

Now that value has been measured, with authority, in a study just completed by Crossley S-D Surveys, Inc., in consultation with the Advertising Research Foundation.

And seldom has the power of magazines to *sell*, because they *convince*, been more clearly demonstrated.

When women heads of households were asked to name all the seals or endorsements they could think of, including Government stamps, *magazines won three out of the top four places.*

One of the documented figures in this report reveals:

40,930,000 Homemakers are influenced
in their buying decisions
by the Good Housekeeping
Guaranty Seal.

This phenomenal figure is more than a statistic; it is a surging vote of confidence in the integrity of this magazine. It is the reward, perhaps, of 73 years of being faithful to truth in advertising. *The complete study will be shown, on request, to any advertiser or agency now setting up 1959 marketing plans.*

*P.S.
How retailers rate
endorsements also is
covered in this study.*

Good Housekeeping

*Creates a Climate of Confidence
for Your Advertising*

A HEARST MAGAZINE



EDITORIALS

Bourbon—Flavored Culture

We always have considered bourbon (on the rocks) as one of the finer things in life. Perhaps this stamps us as a Middle Westerner, although we are slightly indifferent to whether bourbon comes from Kentucky, Tennessee, or Missouri.

Bourbon, up to now, has been a distinctly American drink to be bought and consumed in the U.S. When we travel we are inclined to follow the old "When in Rome" custom of sampling local products. It's more a matter of curiosity than disloyalty to bourbon, when we sample vodka in Russia, champagne in France, and scotch in Scotland.

We have made it a practice never to criticize another man's drinking preferences. So when our friends order scotch in New York, or Canadian Club in Chicago, or Jamaican rum in San Francisco, it doesn't upset us.

Perhaps we've had too little nationalistic spirit to stick to bourbon while abroad. But now we realize the error of our ways.

Our attention has just been called to the fact that "overseas there are many places where American straight bourbon cannot be purchased—or is even known." To correct this deplorable state of affairs, The Bourbon Institute has been founded with the avowed purpose of further establishing "100% American straight bourbon whiskey in the U.S. as well as spreading its fame and distribution to all markets in the world." [See "Today's Advertising," p. 110.]

The originator, sponsor and, at the moment, only member, is Schenley Industries, Inc., whose chairman of the board and president is Lewis S. Rosenstiel. Schenley will underwrite the new group for at least \$1 million for the first year alone. "Cheers!" Mr. Rosenstiel. Soon we expect to be sidling up to a bar, any old bar will do, in the Casbah in Algiers and, in our best American tourist manner, asking for, "Bourbon old fashioned, please."

Customers Are Incredibly Patient

Who among us has not cast a stone at poor retail salesmen and the ineptitude they demonstrate on the job? Poor salesmanship is not funny, and each of us realizes that it robs both the manufacturer and the ultimate user of profits and satisfaction.

Poor salesmanship makes us boil. But we can laugh at it, too, and turn it to an advantage in sales training. For example, McGraw-Hill Publishing Co. has just made available as a good-will builder an 18-minute, 16 millimeter sound motion picture, "Secrets of Salesmanship," produced by Allen Funt, his Candid Camera and his roving crew. It is a humorous series of vignettes showing what happened when Funt hid his cameras and microphones and took over the role of salesman. The reactions of the customers—totally unrehearsed—provide the biggest laughs, but a number of ad libs throughout on salesmanship also produce chuckles.

The movie isn't a first-rate primer on sales, but it does effectively bring out humor in familiar sales situations. As a windup to a long sales meeting, it's perfect.

We have just seen the movie again—and we laughed harder the second time. We had not realized how patient a customer or prospect can be when he is determined to buy something, despite the incredible lack of product knowledge displayed by the retail salesperson or, worse, the fantastic distortions of the facts about a specific product. Your first reaction, as you view this movie, probably will be "My

IE Read for
one purpose only...

PRODUCT INFORMATION

What better place...

What better timing... for your

PRODUCT ADVERTISING

in today's changing markets?

Your markets never stand still. New and improved products and methods; consolidations, diversification and decentralization keep your markets changing constantly.

As never before you need one all-inclusive medium to reach all markets, and to reach them at minimum cost and with optimum effect.

Because every month 70,000-plus product selectors look in IEN for better products, you, as an IEN advertiser, will not need to look for buyers with giant ads, color, or costly display.

When a ready-to-buy audience is listening, you don't have to shout.

Among IEN's 70,000-plus product selectors are many who are searching — **RIGHT NOW** — for equipment, parts and materials to manufacture the **NEW PRODUCTS** now on the way.

DETAILS? Send for **NEW Media Data File** and **"Your Markets Are Changing"** booklet.



PRODUCT INFORMATION HEADQUARTERS
Thomas Publishing Company



...Affiliated with Thomas Register



...461 Eighth Avenue, New York 1, N.Y.



This new 4c black-and-white commemorative stamp was issued in a quantity of 120,000,000 Sept. 22 to honor journalism and freedom of the press.

***Power** ...to get and print the truth...
to protect the public interest...to serve a free community*

THE CHICAGO DAILY NEWS

is the only Chicago paper in history
to win the coveted Pulitzer Prize for
meritorious public service...and the
News has won it twice!*

**In addition, eight individual Pulitzer Prizes have been
awarded to members of the Daily News editorial staff*

USE THE POWER OF THE "NEWS"
IN CHICAGO

God, how true!" But, as a practical sales executive, you will goad yourself into trying to help the management of your retail stores to lick this problem of poor retail salesmanship.

They Never Stop Learning

Many of you have salesmen who call on customers and prospects in and around Worcester, Mass. You might like to suggest that they drop in at the Stockholm Restaurant at the Worcester airport at 5:30 p.m. any fourth Monday of each month to rub shoulders with some of your fellow sales executives.

In a way, this is a "trap," because once there, they should be tempted to stay through 7:00 p.m. and take part in what promises to be an interesting and effective course in "Modern Practices of Sales Management." Then they can have a drink and dinner afterwards.

Congratulations are due to the Worcester Sales Executives Club for instituting a season of seminar-panel presentations each fourth Monday from now through June 29. The November 24 meeting, for example, will be devoted to "The Salesman." Speakers will discuss the salesman's job description, characteristics of job qualifications, recruiting and selection, training, compensation, and fringe benefits.

On second thought, why don't you find an excuse to go to Worcester and sit in on these sessions?

Two Burning Questions

According to Charles G. Mortimer, president, General Foods Corp., two burning questions of the day are:

"Where can I park?" and "How can I lose some weight?"

Sad State of Product Reliability

All too often for the good of your blood pressures you probably have shared this kind of experience with Tom Hallowell, Jr., president of Standard Pressed Steel Co.:

"Not too long ago, the electric window of my car . . . a beautiful new automobile . . . refused to roll up in a sleet storm. It provided less shelter than a \$2 umbrella. The little button on the wonderful, newly designed automatic windshield wiper and squirter on the same car is geared up so it automatically starts up when I don't need it. And most surprising of all, it won't windshield-squirt and wipe when I want it to. What's more, they haven't been able to fix it after several attempts and several service bills!"

Tom Hallowell pours out his own tale of woe to illustrate a shocking situation: lack of product reliability.

"Are we meeting tomorrow's competition and needs with products doomed to failure even before they leave the line?" asks the editor of the new Hitchcock publication, *Assembly & Fastener Engineering*, in presenting Tom Hallowell's well-documented beef against American product quality—today.

Any one of us can cite our own grievances. But let's not ignore the possibility our customers have plenty of reason to beef about the quality of our products. *SALES MANAGEMENT*, in the November 21 issue, will report in detail on your product reliability shortcomings, and what some of you are doing about it.

Plants and Flowers

for
**PREMIUMS
and
GIVE-AWAYS**



Write for **FREE SAMPLE**
of an exotic plant

Worlds Largest Supplier
of Horticultural Premiums

Please write attention **SETH MANN**

 **ORCHIDS OF HAWAII, INC.**
National Sales Office
305 - 7th AVENUE, NEW YORK 1, N. Y.



GIVE THE WORLD FOR CHRISTMAS

Ideal gift for customers, clients,
associates

WHOLE WIDE WORLD IN 3RD DIMENSION! Authoritative—useful—decorative, for office, board room or home. This magnificent, up-to-date relief map is large, 61" x 42". Gives you everything—mountains, lakes, valleys, ocean depths that you can actually feel—printed in 10 vivid colors—plastic-coated for easy washability. 3000 place names—2000 cities and towns—450 bodies of water—700 islands, capes, mountain ranges—much of little known Antarctica. Built to last for years . . . lightweight, sturdy, self-framed in vinyl plastic. Fitted with grommets for easy hanging anywhere. Free brochures showing other maps available on request (ask about our new 3-D map of the Gettysburg battlefield). Satisfaction guaranteed, freight prepaid anywhere in U.S. Send check or money order. **\$47.50**

PANDA PRODUCTS

1200 Niagara R120, Buffalo 13, New York



How would you identify it...?

- | | |
|----------------------------------|--------------------------|
| Steering wheel of Mercedes-Benz? | <input type="checkbox"/> |
| Deer seen through gunsight? | <input type="checkbox"/> |
| Disk of an Alpine ski pole? | <input type="checkbox"/> |



Few sportsmen—even the dedicated readers of *Sports Afield*—would recognize this illustration as a deer head sighted through a telescopic sight.

But one thing is certain: To almost every question that the new or seasoned fisherman or hunter asks, *Sports Afield*, one of the ten Hearst “Special Interest” Magazines, is ready with the answer—an answer based on the editor’s personal and intimate acquaintance with his subject, and his reader’s all-consuming interest.

A HEARST MAGAZINE IS THE GUIDE TO THIS PICTURE

What is true of *Sports Afield* is true of all ten Hearst “Special Interest” Magazines.

Each is a leader in its field—each dedicated to a particular group of readers, and edited with consummate knowledge of the interests of that group—an interest shared by both reader and advertiser.

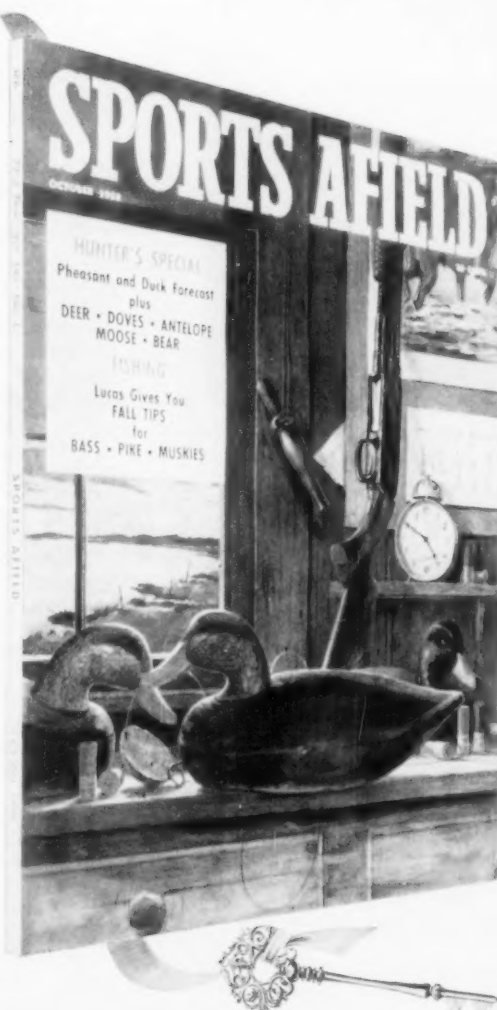
As a result, Hearst Magazines pin-point prospects, not just suspects. They reach a presold audience—an audience in the mood to buy. Editorial authority combined with reader interest provides a tailwind for advertised products that produces greater sales, more profits for the advertiser.

Six ways Hearst Magazines help advertisers:

- Advertising reaches readers in the mood to buy
- Advertising is focused where interest is keenest
- Editorial and advertising content work in tandem
- Editorial integrity lends prestige to advertising
- Each magazine is the authority in its field
- Hearst readers are sold—only need to be told!



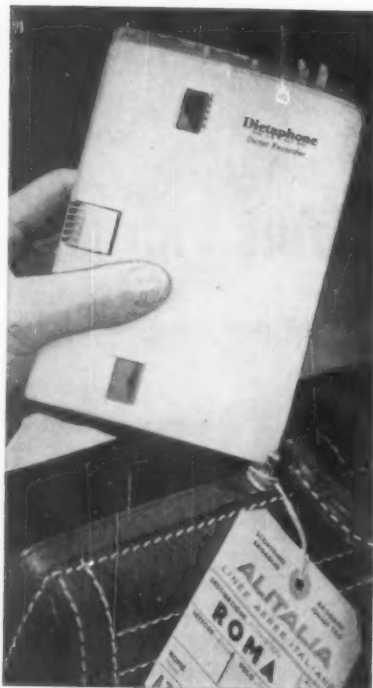
NOVEMBER 7, 1958



HEARST MAGAZINES

10 keys to the special interests of 10 groups of people

**New portable
recorder lets you
talk paper-work
away—anywhere!**



It's the all-transistor Dictet—by Dictaphone. It works *anywhere* without a plug-in . . . lets you talk your call-reports while they're still fresh in your mind . . . saves you time to make more calls.

Dictet is so easy to work. Just lift its mike and talk. Mike doubles as speaker for instant playback.

Power source: devilishly effective little mercury batteries.

You ought to find out more about this noble machine. There's a coupon nearby for that express purpose.

**DICTET® BY
DICTAPHONE®**

Dictaphone Corporation, Dept. SM-118
420 Lexington Avenue, New York 17, N. Y.
Please send full-color booklet on new Dictet.

Name _____

Company _____

Address _____

CORPORATE CLOSE-UP

D-C

Selling to the Marketing Concept

The marketing concept in theory and in practice can be two different things. But more and more marketing executives are learning that to play the game well, they must involve themselves in all phases of the moving-the-product-to-the-customer process.

"In years past, one of the least often exercised prerogatives of the sales manager has been that of selecting and specifying a shipper. Now, however, there is a gradual but nevertheless significant trend to sales designation of method of shipment, particularly where delivery is a critical condition of the sale."

The man quoted above knows whereof he speaks. He's Kenneth B. Maguire, vice-president and sales director of the Denver Chicago Trucking Co. (Denver, Colo.). Maguire says a company's traffic manager is still the "primary figure in the traffic picture. However, he's no longer the *only* contact for our sales representatives. Now we're aiming our sights at another target—the sales manager."

The reason for D-C's broader sales effort is "a growing awareness by sales management of the importance and close relationship of shipping to the success of sales activity." To meet the challenge of the new sales contact, D-C's sales training program now trains the company's 120 sales representatives to work closely with sales managers—to guide them towards selection of a method of shipment. And as far as Maguire is concerned, the best method is D-C; the "only motor carrier holding operating rights coast-to-coast."

Maguire and his sales force have been doing all right in selling to the traffic manager—and the sales manager. Since 1953 revenues have almost doubled. The score: 1953, \$19,790,833; 1957, \$33,073,815. Estimated gross volume this year: \$40 million.

D-C's history began 27 years ago when its founders applied for rights between Denver and Chicago, and Denver and St. Louis. By 1946, the company was operating coast-to-coast. The late George Kolowich, Detroit financier, purchased controlling interest in the firm in 1951. Today his son, George Kolowich, Jr., is president.

When Kolowich, Jr., was brought into the company, he admittedly didn't know a tariff sheet from a shacklebolt. But he learned quickly, first as Denver terminal manager, then as vice-president and treasurer. He's been president since December 1954.

As president, Kolowich has been consistently refitting the service system with up-to-date tools. He revamped terminals and embarked on an ambitious million-dollar fleet conversion program, replacing older equipment. The sales force has been doubled in the past five years. And Kolowich has aggressively merchandised.

He says: "During business slumps, our sales promotion and advertising programs are intensified. We firmly believe that, regardless of the state of the economy, there's business available and we will take progressive steps to obtain it."

Currently one of the main progressive steps: talking to *both* the traffic manager and the sales manager. Or: realizing the marketing concept is more than a theory, it's a reality.

Announcing:

The Newsweek Continuing Study Of Consumer Buying Plans

Conducted by the
National Industrial Conference Board

Based on data gathered and reported by Sindlinger & Company, Inc.



Which major purchases are people planning to make in the six months ahead?

How do these plans compare with the plans they had a month or two before?

After six months, did people actually buy what they said they planned to buy?

What do people think about specific subjects, such as new-model automobiles?

What do people think about business conditions at any given time during the year?

How does this compare with what people thought about business conditions a month or two before?

THESE are some of the vital questions that The Newsweek Continuing Study of Consumer Buying Plans is designed to answer. Conducted by the National Industrial Conference Board under the financial sponsorship of Newsweek Magazine, this study is a continuing nationwide sampling of consumer attitudes and buying plans for the ensuing six-month period.

Sindlinger & Company will interview more than 1000 different households every week (and has been doing so for more than 30 weeks) . . . well over 60,000 different households each year. Dr. J. Stevens Stock, one of the country's outstanding sampling statisticians, has reviewed the sample for N.I.C.B. and found it to be in accord with accepted sampling practice. Survey results will be published periodically throughout the year in Newsweek.

What Are People Thinking About Specific Subjects?

Do people believe at the time of the interview that it is a "good time to buy" certain products? What specific products and services do they plan to invest in, in the six months ahead: e.g., automobiles; vacation-travel; refrigerators; washing machines; television; air conditioners; other major appliances; furniture or floor coverings; wearing apparel? The Survey will not only answer these questions, but it is set up so that questions can be changed and geared to the current situation. Questions can be inserted on new styles and new products.

Note to Advertisers and Their Agencies

All the data revealed by this Survey plus specific tabulations on request can be made available after publication to advertisers and advertising agencies.



Newsweek welcomes inquiries from Advertising Departments, Research Departments and others interested in the methods and questions being used in this nationwide Study. For full information on the Study, write: Director of Research, Newsweek, 152 West Forty-second Street, New York 36, New York.

the magazine for communicative people.

"WE USE BUSINESS MAGAZINES TO PIN-POINT INDUSTRIAL LIGHTING PROSPECTS"

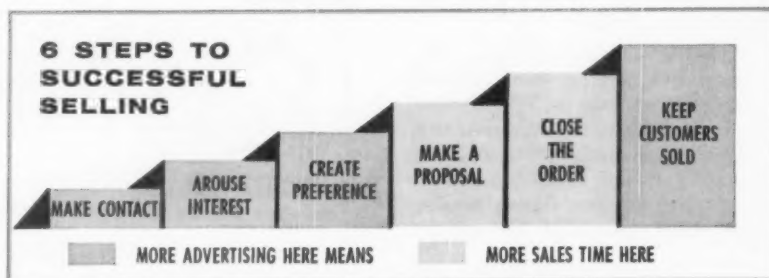
"Industrial lighting," states Garlan Morse, General Sales Manager of Sylvania's Lighting Division, "forms an important segment of our potential market. To insure reaching all the buying influences in this market, we choose business magazines that are read by purchasing agents, plant engineers, electrical contractors and plant management. At Sylvania, we recognize such business media for its support to our field sales activities."

IF WHAT YOU MAKE OR SELL is bought by business and industry, you can "mechanize" your selling by *concentrating* your advertising in one or more McGraw-Hill publications serving your markets. "Mechanized selling" will help create interest and preference for your products . . . give your salesmen more time to make specific proposals and close sales.

McGRAW-HILL PUBLICATIONS



McGraw-Hill Publishing Company, Incorporated
330 West 42nd Street, New York 36, N. Y.





NOVEMBER 7, 1958



LONG on selling

WGAL-TV makes your advertising dollar reach farther at less cost. Its lower cost is due to the fact that WGAL-TV's *multi-city* coverage costs less than *single-city* coverage. Reach more for your advertising dollar — on pioneer station WGAL-TV. Reach Lancaster, Harrisburg, York, as well as numerous other cities: Gettysburg, Hanover, Lebanon, Chambersburg, Carlisle, Lewistown, etc., on **CHANNEL 8!**

- 1,040,465 households
- 942,661 TV households
- 3,691,785 people
- \$3¼ billion annual retail sales
- \$6½ billion annual income

WGAL-TV

LANCASTER, PA.

NBC and CBS

STEINMAN STATION • Clair McCollough, Pres.



Representative: The MEEKER Company, Inc. • New York • Chicago • Los Angeles • San Francisco

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

IT PAYS TO FIGHT. Ten months ago, the City Council of Baltimore levied a tax on media advertising. The city's media, advertising agencies and advertising associations immediately were up in arms. They charged the tax was discriminatory, unfair, unconstitutional. Even after the City Council agreed to withdraw the tax, the affected businesses continued to press for a court decision on the legality of such a tax, hoping to remove for the future all threats of similar legislation.

Late last month, victory was announced. Maryland's highest court ruled the tax unconstitutional. The city must now return \$1,500,000 collected.

The fields of advertising and selling are especially vulnerable to discriminatory taxes and restrictive legislation. The swift counter-actions by the Baltimore media and advertising folk are to be highly commended. For certainly, weak-kneed submission to the tax when it was imposed would have paved the way for scores of other towns to enact similar legislation. Now, they'll think thrice before acting.

COLOR TELEVISION has been trying desperately for some years now to go "mass." Like helicopters, contact lenses and electric heating, it has captured the imagination of the buying public, but it can't seem to get the public buying.

Batten, Barton, Durstine & Osborn, Inc., and NBC currently are sponsoring a study of what's right and what's wrong with color TV and its appeal to the consumer. The first report on ColorTown, U. S. A., uncovers this much:

The cost of color sets seems to restrict their sale. Some 65% of current color owners earn more than \$7,500—four out of ten have annual incomes of \$10,000 or more.

They're bought by adventuresome people. Among those owning color sets more than half say they

like to try new products as soon as they come on the market. On the other hand, 62% of black and white set owners say they like to wait until others have had some experience with the product before trying it themselves. The first color set buyers are the same kind of people who first bought black and white TV.

Color set owners are happy with color TV. In answer to a question on whether they enjoyed color television "very much," "fairly well," or "very little," 90% of color set owners checked "very much."

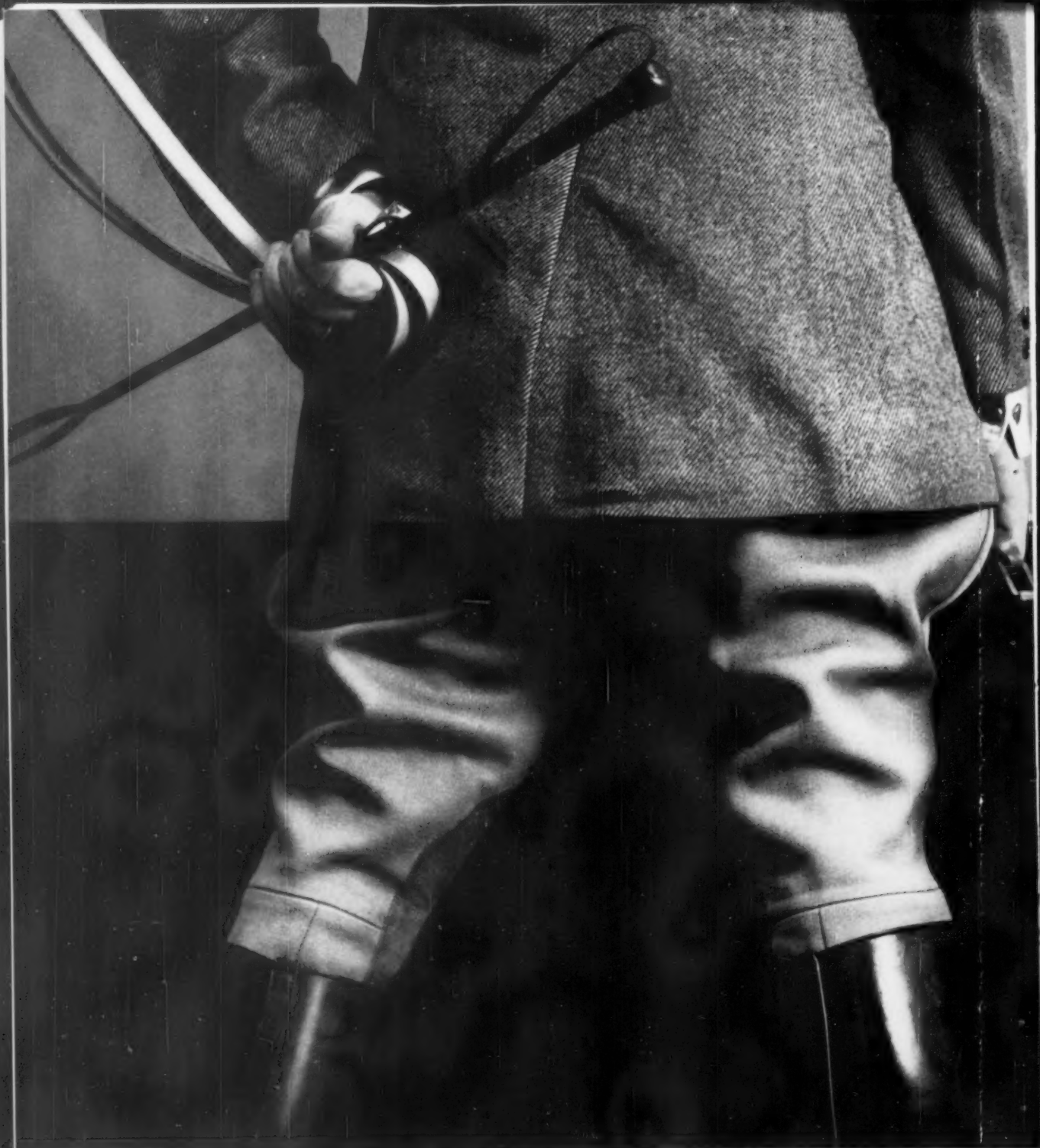
Color TV manufacturers and broadcasters continue their search for the magic catalyst that will trigger the perennially predicted color boom. Fingers in the industry are crossed, hoping that 1959 will be the year.

HIRED MANAGERS EARN MOST. A basic change in our capitalistic structure has been taking place quietly, but relentlessly, over the past 40 years. The entrepreneurs, or founders, at the head of business have gradually been replaced by hired hands—trained and intelligent professional managers who are paid a salary to guide the destiny of a corporation they do not own.

This is the revolution to which most of us owe our present jobs. This is the system that makes it possible to become president, or even chairman, of a multi-million-dollar corporation without necessarily investing a dime. The man who owns and operates his business today, while enjoying his independent status, has only four chances in ten of earning more than the fellow who elects to be a hired manager.

In 1956, 51% of self-employed businessmen earned \$7,500 or more; only 44% of managerial people earned that much. But in 1957, the situation was exactly reversed. The self-employed earned \$7,500

(continued on page 20)



**IT PAYS TO CALL IN A BUSINESS SUIT
WHEN YOU CALL ON A BUSINESSMAN**



The "relaxation" atmosphere of some media can mute your message to businessmen . . . but you get a business-like reception when you dress your advertising in a business suit. Business Week is custom-tailored for management advertising: Strictly business in content. Conscientiously limited to a "management-only" circulation. No housewives. No newsstands. No barber shops. No doctors' waiting-rooms. Result: an atmosphere that encourages your management advertising to *work* . . . and at the lowest cost per management reader of any general-business or news magazine. A McGraw-Hill Publication.



BEST-READ AT LOWEST COST

Significant Trends (continued)

in only 44% of cases, while 51% of managers earned this much.

Among those earning \$10,000 and over, the self-employed still have a slight edge (27% to 25%), but hired managers seem to be gaining here, too. As recently as 1956, some 33% of self-employed businessmen earned \$10,000 or more, while only 23% of managerial personnel were so compensated.

CRITERIA FOR PACKAGING. Modern packages must do a great deal more than serve as a container for a product. They face two tests: (1) Do they have customer appeal? (2) Do they serve the retailer's needs?

J. H. Hawes, a retailing executive (he's director of sales for W. T. Grant Co.), recently listed the criteria by which a package for variety store sale is judged. We feel they are worth mentioning:

1. Does the package attract sufficient attention to stop a customer and cause her to pick up or examine the item? (A supermarket study showed that an average shopper passes 260 items per minute.)
2. Does the package have durability for use in counter display?
3. Does it speed up the process of self-selection?
4. Does it show the merchandise "in use," by design, by picture and copy?
5. Does the art-color-copy do a selling job? Does the message tell the customer why she would want the item? How she can use it? Why it is better than competitor's?
6. Does the packaging cost force price increases that push the item out of mass-market price lining?
7. Does the package tie in with national advertising?

To these criteria, Hawes adds what he considers the single most important test of a package—**"What is the result at the cash register?"**

INNOVATION-MINDED FAMILIES are a breed unto themselves, according to a survey conducted by the University of Michigan Research Center. These families, which make up roughly 20% of U.S. households, are important to the sales of new or improved appliances in that (1) they are much more likely to buy than the average; (2) they help a product gain mass acceptance through their pace-setting role.

The University asked 855 urban families about their interest in new features of refrigerators and other household goods. A year later, they checked actual purchases by these families. In the group that owned late model refrigerators in good condition at the beginning of the study, **purchase of brand-new models was three times as high among those who expressed interest in new product features** as among those who registered no such interest.

Among owners of models in unsatisfactory condition, there was only a weak association between purchases and interest in new product features. Hardly any non-owners expressed an interest in new features as such.

Who are these families? According to Dr. Eva Mueller, who developed the data, almost none are poor. Many are in the middle-income brackets. They tend to be found among the young and among the well-educated. They tend to have a strong interest in the home, being primarily married couples with children.

Interesting, if not Significant . . .

Four million **skiers** bought \$1 billion worth of equipment last year . . . It is expected that 60 million replacement **tires** will be sold next year . . . The average American **dog** ate \$13.46 worth of commercial dog food in 1957 . . . Over half the private **passenger cars** on the road are five years old or older . . . One **car** out of every seven running today is a 1955 model . . . The average U. S. consumer eats 1,500 pounds of **food** per year—including 100 pounds of potatoes . . . There are 30 million in this country who are, in aggregate, 600-700 million pounds overweight . . .

SELL THE AUDIENCE THAT'S GETTING YOUNGER EVERY DAY

Young women, purchasing agents for America's growing families, are today's most sought after customers. It is significant to note that of the three women's service magazines, McCall's now has the youngest audience.

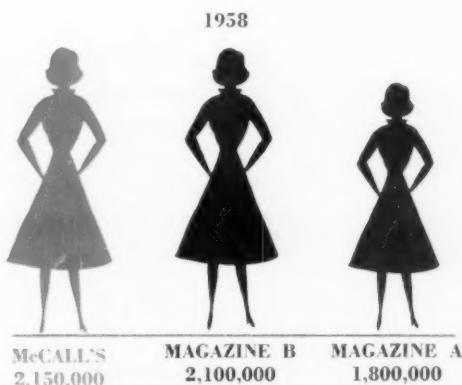
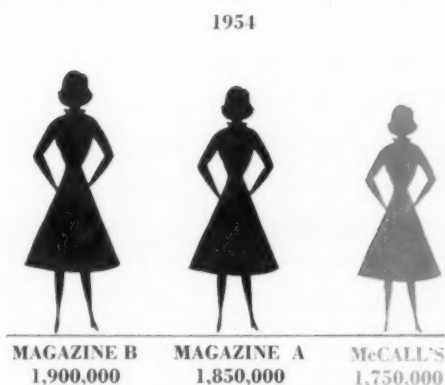
MEDIAN AGE OF WOMEN READERS

1954	YEARS OF AGE
MAGAZINE A	35.7
McCALL'S	36.5
MAGAZINE B	36.8

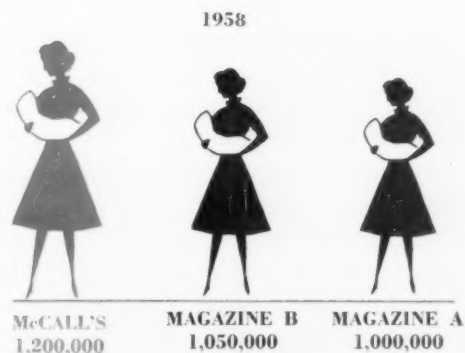
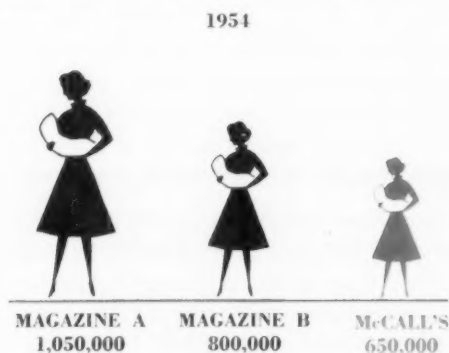


1958	YEARS OF AGE
McCALL'S	34.7
MAGAZINE A	37.4
MAGAZINE B	38.8

YOUNG WOMEN READERS (20-29 YEARS OF AGE)



NUMBER OF READERS LIVING IN HOUSEHOLDS WITH ONE OR MORE CHILDREN LESS THAN ONE-YEAR-OLD



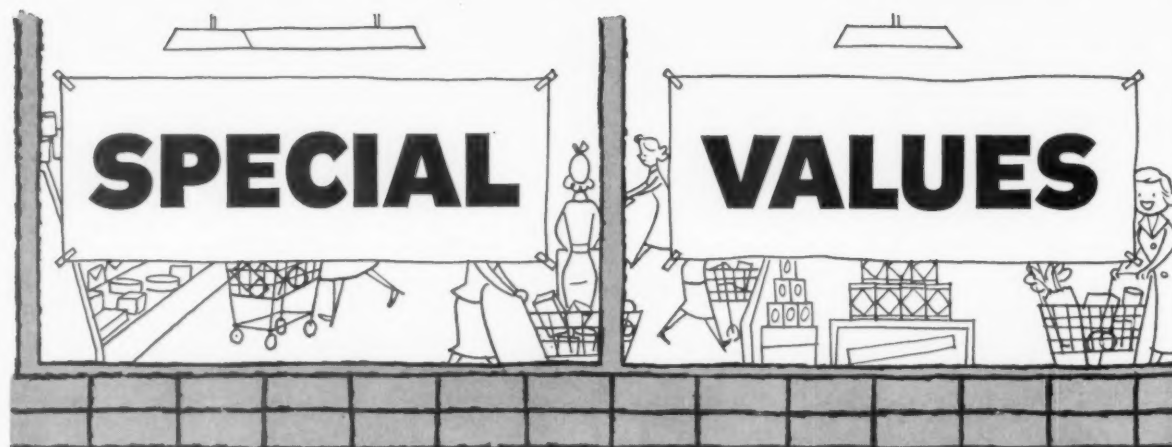
a Marketing Service from

McCall's
the magazine of Togetherness

Source: Look-Politz Surveys, 1958 and 1954. For further details contact your McCall's representative or write to Dept. PS, McCall's, 230 Park Avenue, New York 17, N. Y.

© 1958 McCall Corp.

NOVEMBER 7, 1958



FOR FOOD

37% of all the consumer dollars spent on food store products in 1959 will come from households that read an average issue of LIFE.* This is one good reason why food advertisers continue to invest far more dollars for selling in LIFE than in any other magazine. Here are some other reasons...

Until LIFE, no magazine had ever sold six million copies in a single week. Now only LIFE—among mass magazines—does it week after week.

But LIFE offers a food advertiser more than just six million magazine buyers. LIFE is so sought after by reading Americans that a food advertiser has a chance to reach additional millions of the best-spending families every week.

Here's how it works. LIFE's 6,000,000 copies reach 15,320,000 households. And a recent Politz study indicates that an average issue of LIFE is read by 32,000,000 people.

Proof that LIFE-reading households offer a food advertiser his best market: by actual measurement, LIFE households account for 37% of all dollars spent on food store products in the U. S.* (And that's just the readership of an average issue.)

But food advertisers also want continuity of sales impression, and here again only LIFE delivers

such a quality audience in such quantity.

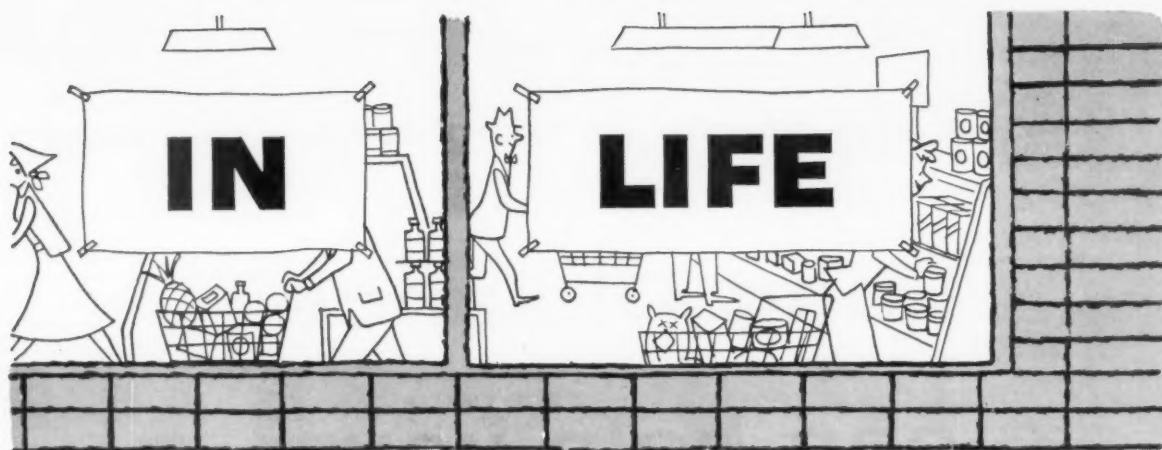
Over the course of 13 issues, LIFE is read by 34,440,000 different households. (On the average, each of these households reads six issues out of thirteen.) And these households—representing 70% of total U.S. households—account for 78% of all U.S. food expenditures.

So much for the statistical analysis. Beyond these market dimensions, LIFE offers these other special selling advantages to a food advertiser.

A CHANCE TO SHOW THE BEAUTY OF YOUR PRODUCT

LIFE's superb reproduction gives you the BEAUTY you want. In LIFE your product looks its best. The thirst-whetting look of frost on a bottle . . . the appetizing freshness of dew on a leaf . . . the crackling character of crisp cereal . . . the delicate texture of freshly baked cake . . . your whole image-

ONLY **LIFE** gives you so much



ADVERTISERS

building background—all this beauty comes through in LIFE as in no other advertising medium.

(Here's how people respond to LIFE's presentation of food and food products. A recent announcement of a great new cookbook, based on photographs and recipes that have already appeared in the pages of LIFE itself and to be published at \$13.50 a copy on November 10th, has already sold 100,000 copies with publication still a month away.)

A CHANCE TO CHANGE TACTICS AND STRATEGY

LIFE gives you the FLEXIBILITY you want. Your budget is not locked into an irrevocable commitment months and months in advance. The needs of your market—not an advertising medium—should dictate your spending.

In LIFE alone you can launch or bolster a national sales campaign or change advertising strategy in just 22 days' time by using LIFE's special advanced closing for four-color advertisements.

LIFE alone among mass magazines also offers a special 7-day fast-closing for black-and-white and two-color advertisements.

A CHANCE TO BE SEEN IN GOOD COMPANY

LIFE gives your product the RESPECT you want.

People value LIFE's editorial content, have confidence in the magazine . . . pay their own good money to read it regularly. This confidence carries over to the advertising pages, adding an effective selling dimension to your message.

A good example of dramatic use of LIFE's pages by a food advertiser will be found in LIFE's November 17th issue: the biggest single food ad ever to appear in LIFE! Corn Products Company joins with Reynolds Wrap to present a 24-page collection of holiday recipes—the first ever to appear in LIFE.

LIFE readers recognize that the caliber of advertising in LIFE over the years has had an important influence on how they live, what they buy and what they are going to buy.

Bigness. Beauty. Flexibility. Respect. And a wealth of customers in the mood to buy. LIFE can give you all of these special values.

*Source: LIFE's Study of Consumer Expenditures, an analysis of \$200 billion spent by U. S. households for consumer goods and services in 1956.



9 Rockefeller Plaza, New York 20, N. Y.

selling power... so swiftly, so surely

How do you handle an out-of-town sales lead?

Long Distance can help you make more sales

A sales lead is perishable. It has to be handled *fast*.

With a Long Distance call, you can:

- relay the lead to a branch office
- pass it on to a salesman in the field
- or contact the prospect yourself.

Whichever way you handle it, you'll move faster toward the sale when your *first move* is a telephone call.

YOU SAVE MONEY WHEN YOU CALL STATION-TO-STATION instead of Person-to-Person

For example:

	Day Rates (first 3 minutes) Person-to- Person	Station-to- Station	Each Added Minute (applies to all calls)
Chicago to Grand Rapids	90¢	65¢	20¢
Pittsburgh to Cincinnati	\$1 ²⁵ / ₁₀₀	90¢	25¢
Phoenix to Los Angeles	\$1 ⁵⁵ / ₁₀₀	\$1 ¹⁰ / ₁₀₀	30¢
Birmingham to Washington, D.C.	\$1 ⁹⁵ / ₁₀₀	\$1 ⁴⁰ / ₁₀₀	40¢
Houston to Newark, N.J.	\$2 ⁸⁵ / ₁₀₀	\$2 ⁰⁵ / ₁₀₀	55¢

Add 10% Federal Excise Tax

BELL TELEPHONE SYSTEM



LONG DISTANCE PAYS OFF. USE IT NOW...FOR ALL IT'S WORTH!

LETTERS TO THE EDITORS

the rest of the iceberg

EDITOR, SALES MANAGEMENT:

As a General Electric employee, I regretted your putting Operation Upturn in the same category as "You Auto Buy Now" [SALES MANAGEMENT, Sept. 19, "Today's Advertising," p. 154].

Furthermore, I felt quite embarrassed that a reporter and observer in the advertising field would appraise a man of Mr. Cordiner's caliber strictly on the basis of being the chief executive of a company that sponsored Operation Upturn, which in your evaluation is merely a "meaningless slogan."

Let me assure you that Mr. Cordiner is neither shortsighted nor a fraidy-cat. Obviously, you know as little about him as about Operation Upturn.

I believe Mike Hughes saw, and reported on, the tip of the iceberg. Behind Operation Upturn is a company-wide effort to build sales and jobs in 1958. About one person per 200 in the U. S. has been in the act: employees, shareowners, suppliers, distributors, dealers, etc.

In General Electric, the marketing concept is to harness all functions to the needs and wants of the customer. Operation Upturn has done a real job, to date, in popularizing this concept and stimulating extra effort to woo the customer.

Every vote counts, you know. And I won't repeat the old cliché about tiny drops of water, little grains of sand . . .

There is definitely an upturn. Who knows, maybe Operation Upturn, corny as it may appear to you, prompted a whit more confidence and hurried along, to some extent, the present situation.

J. C. Gibson
Manager, Market Development
Programs
Advertising and Sales Promotion
Dept., Apparatus Sales Div.
General Electric Co.
Schenectady, N. Y.

the big motel-motor hotel market

EDITOR, SALES MANAGEMENT:

On page 52 of your Oct. 3 issue you refer to the motel-motor hotel market as having an annual volume of 1.3 billions of dollars. You must

have quoted the 1956 figure because the current volume is in the two-billion area, as quoted in our advertising pages in your own good publication. Don't your editors read the advertising?

Roy T. Anderson
Assistant Publisher
Patterson Publishing Co.
Chicago, Ill.

the nodding of heads

EDITOR, SALES MANAGEMENT:

This is a fan letter.

Mike Hughes' story on "How to Pull a Press Party" in your Sept. 10 issue [p. 44] is being read in our office to the accompaniment of the nodding of heads up and down.

Let's hope this article will be used extensively by press party throwers as a guide to what to do and what not to do. Behind the surface humor of this article lurks a mass of serious, factual information.

S. O. Kaylin
Executive Editor
Chain Store Age
New York, N. Y.

dressing right

EDITOR, SALES MANAGEMENT:

I have just read a photocopy of the article, "Your Undeveloped Selling Asset," which appeared in your Sept. 5 issue [p. 53]. This reprint was channeled to all salesmen of the Dow Chemical Co. by management and, I understand, made quite an impact on selling personnel.

As you already know, our industry has a national campaign with respect to "dressing right," and certainly you are to be complimented on furthering the importance of the advantage of proper dress by running a feature story on it.

L. G. Fry
Vice-President
Littler, Inc.
Seattle, Wash.

never too busy

EDITOR, SALES MANAGEMENT:

When you sell millions of dollars worth of food service during a year, you're kept very busy. Just a line to let you know that I'm never too busy to read SALES MANAGEMENT. I think your magazine is the best of its kind available, and I never let an issue go
(continued on page 27)



THE POWER OF ENTHUSIASM IN SELLING

a powerful 16mm. sound motion picture
for motivating salesmen and dealers

You can add dramatic impact to your next sales meeting or convention by using this popular film. It dramatizes the fact that the difference between a top producer and an average salesman is largely based on sincere enthusiasm built on a solid foundation of knowledge—the kind of enthusiasm that sets a man on fire and communicates itself to those with whom he is dealing.

Immediate delivery of prints on rental or purchase.

Send for FREE film catalog

DARTNELL

HEADQUARTERS
FOR SALES
TRAINING FILMS

4660 Ravenswood • Chicago 40, Ill.

EVERY PROMOTION SHOULD HAVE

a Tie-in



SPECIAL TIES
MADE TO YOUR *Specification*

Launch new products and sales themes with this new promotion and premium idea. Distribute to salesmen, dealers and customers . . . give-away at conventions. Your design reproduced on fine quality neckwear. Prices from 60c a tie. Details on request.

Scot Ties LTD.

BOX 5M, 401 FIFTH AVENUE, NEW YORK, N.Y.



Photographed at the Beverly Hilton Hotel

"UNITED AIR FREIGHT HELPS US KEEP THE RETAILERS (AND GIRLS) HAPPY"



HARRY DURAN, Traffic Manager
Catalina Knitting Mills, Inc.
Los Angeles, Calif.

"To stay competitive in swim wear, you have to cover every retailer and sell your entire year's

line for early delivery in just two months—April and May. We can do this, thanks to the speed and 80-city service of United Air Lines. Beyond this two-month peak, United gives us the flexibility to replenish fast-selling models on 'as needed' notice from our Los Angeles warehouse."

The 14,000 miles of United airways offer more than just market coverage. To many shippers, this scope represents profitably low inventories, reduced warehousing costs and high turnover.



"More than 70 United Mainliners leave Los Angeles daily, and United's Barrie Duggan sees that our shipments get on the first and fastest available flight. This speed is worth about 40 store orders to us."



For service, information or free Air Freight booklet, call the nearest United Air Lines representative or write Cargo Sales Division, United Air Lines, 36 South Wabash Avenue, Chicago 3, Illinois.

IT COSTS NO MORE FOR EXTRA DEPENDABILITY—ON UNITED, THE RADAR LINE

LETTERS

by without giving it as much of my time as possible. Even if it means reading it at home on weekends!

Charles W. Zerweck
Vice-President, Sales
Slater Food Service Management
Philadelphia, Pa.

collectors' item

EDITOR, SALES MANAGEMENT:

We would like to acquire the original drawing of a Mel Millar cartoon which originally appeared on page 52 of your June 20 issue. [See below.]

The drawing would be added to our collection of cartoons which hinge on the IBM motto, THINK.

The collection is displayed from time to time and every drawing is identified by name and date of publication and name of cartoonist . . .

E. C. Hassett
Internal Communications Dept.
International Business Machines Corp.
New York, N. Y.

EDITOR, SALES MANAGEMENT:

Carter recently held its annual sales meeting here in St. Louis. . . During part of the presentation, your SELL/THINK cartoon was used. A number of the salesmen, having returned to their home base, have requested that copies of this cartoon be made available with Carter's name for distribution to the automotive wholesalers, who virtually are the backbone of our business.

J. B. Wilkins
Advertising Manager
Carter Carburetor
Division of ACF Industries, Inc.
St. Louis, Mo.



NOVEMBER 7, 1958



KENNETH LOVELAND, District Sales Manager, PET MILK COMPANY

*"Only localized promotions
are effective in
the Puget Sound area"*

"The only shots that count are those that hit the target. And you can't score a sales 'bulls-eye' in the Puget Sound country unless the prosperous Tacoma market receives its rightful attention."

Mr. Loveland continues, "We realize that newspapers published outside the Tacoma area do not adequately reach the thousands of able-to-buy people living there. Therefore, to get the *localized* coverage we need in the important Tacoma market, we run Pet milk advertising in the Tacoma News Tribune."


TACOMA NEWS TRIBUNE

TACOMA, WASHINGTON

Circulation more than 83,000

Represented by SAWYER-FERGUSON-WALKER COMPANY, Inc.
New York • Chicago • Philadelphia • Detroit • Atlanta • Los Angeles • San Francisco

**metalworking's
most effective**



**two-edged
sword...**

*... the 8th American Machinist Inventory
of Metalworking Production*

Equipment

Published November 17, 1958, the 8th American Machinist Inventory of Metalworking Production Equipment is a unique industrial publishing enterprise.

Classified by age, type, industry and location are all the industrial Metalworking machines in the United States — over three million units.

Application of the Inventory (which has appeared every five years since 1925) is a double-edged sword for building sales in the Metalworking field.

To production engineers and executives in Metalworking plants, the Inventory is a valuable obsolescence "yardstick" that allows comparison of production facilities with competition, with local plants, with the nation.

To suppliers of equipment, accessories, materials and supplies to Metalworking, the Inventory is an invaluable sales blueprint; an overall market picture that shows areas of greatest sales potential.

This is publishing service to industry — the type of endeavor that has made American Machinist the nation's leading Metalworking publication.

McGRAW-HILL MAGAZINE OF METALWORKING PRODUCTION
330 WEST 42nd STREET, NEW YORK 36



**American
Machinist**

$$\dot{v} = \frac{F}{m} - \frac{\rho v^2 d^2 C_D}{2m} - g \phi$$

$$\dot{\phi} = -\frac{g}{v} (1 - \phi^2) \left[1 + \frac{v^2}{g r} \right]$$

$$G \frac{dT_s}{dt} = h (T_g - T_s) - \sigma \epsilon T_s^4$$

AIRRAIL AND MISSILES MANUFACTURING

$$I = \sqrt{\frac{RT}{\gamma g}}$$

OUTER SPACE...the known and unknown!

Today's drawing boards mirror tomorrow's advances in outer space. The key to our future progress . . . the ability of our engineers and scientists to develop, design and produce a comprehensive practical program is up to you!

Educate this integrated team . . . Tell the engineers concerned with "design for producibility" . . . the men on the practical level of designing airframes, components, power plants, systems and controls. Capture the key production and engineering executives responsible for tooling, welding, forming, finishing, quality control, testing, materials handling, assembly and component installation. Transmit vital information on your product to the men who buy and specify in this \$10-billion industry. Do your telling *now* via the advertising pages of their publication **AIRCRAFT AND MISSILES MANUFACTURING**. *They are interested in you, your products and services.*

AMM offers practical editorial diet . . . No other publication does such a specific editorial job. AMM is the *only* publication that concentrates editorial on the needs of the men in design, production and procurement. Here are a few typical editorial features found in AMM . . . Nital Etching Gears (production and inspection) . . . Bomarc Pressurized Fuel (design and production) . . . Electra Turboprop Transport (design and production) . . . plus important Industry Notes . . . Producibility Review and New Materials and Equipment.

Concentrate your advertising in AMM . . . Now a publication hand tailored to the audience. Edited for the men you want to sell. Circulated *only* to the men who specify and buy. In the advertising pages of AMM you can now economically reach this market of over 16,000 men actually responsible for building a future in outer space.

Art courtesy of Jet Propulsion Laboratory. JPL a division of California Institute of Technology provides a wide range of research and development activities.



A Chilton Publication, 56 & Chestnut Streets, Philadelphia 39, Pa. Tel: SHERwood 8-2000

Why there is no moss on R. Stone



CASE HISTORY: *Rothschild Stone was the salesman to end all salesmen. His Sales Manager had recently said: "Rothschild Stone is the end!" On June 8, 1956 it was conclusively proven that R. Stone could not give away one Weedless Wicket—his company's fine product. Yet R. Stone was not a green salesman—except botanically speaking. His boss knew that he had the stuff to put a new Weedless Wicket in every last American home. And then the change! One day Rothschild felt that selling Weedless Wickets was as easy as falling off a log! Rothschild Stone began to roll! A Pan American Travel-Incentive Campaign was just the gentle push he needed. A job suddenly became more than a job—it became a challenge with a new reward. Plenty of green still around Rothschild Stone—and Weedless Wickets Ltd.—except this time it's not moss but money!*

Ask yourself if your company's incentives are keeping pace with your need to move more goods. Are you getting the full use of all the know-how your sales force possesses? Most sales executives feel that they're not. Here's one answer that has proved successful: A Pan

American Travel-Incentive Campaign! You can send your prize winners nearly anywhere in the world—or around it—via Pan American, at surprisingly low cost. (Take Jet Clippers*, for instance, now there's a real incentive!) And the extra profits brought in by your winners can pay for the prize many times over!

Pan American can arrange to have experienced experts in the planning of incentive programs help you with all the details of your campaign. They'll help you plan a program that will secure all your objectives at the lowest possible cost to you. Your final low package rate includes supervision of every detail of operation—even tips, insurance and extras like golf and fishing.

This can be the emotional starter your sales force needs—and a real morale-builder as well. Get full information now—find out how successful this idea has been with other firms.

Just published! "How to Plan an Incentive Travel Program," has all the facts and sample costs. Get your free copy—write Henry Beardsley, Pan American, Box 1790, New York 17, New York.

*Trade-Mark, Reg. U. S. Pat. Off.

PAN AMERICAN

WORLD'S MOST EXPERIENCED AIRLINE



SALES MANAGEMENT

Today
is it
still a
"big three"? . . .



Sales Management

NOVEMBER 7, 1958



L. L. (Tex) Colbert
of Chrysler

CHEVY'S EDWARD N. COLE: He's head of a \$4-billion segment of General Motor's empire. Today he's general manager of Chevrolet Motor Division of GM and a v-p of GM. He started with Cadillac in '33, worked up to be its chief engineer.



Henry Ford II
of Ford

Can the Others Check GM's Marketing "Glacier"?

Ford, Chrysler and the others must match wits against General Motors' superior resources, stronger dealer organizations, and an "all-new-every-year" policy. Chevy alone succeeds in selling a third of all cars bought.

By **LAWRENCE M. HUGHES**
Senior Editor

In the 1959 model season, 18 makes of passenger cars of five U. S. manufacturers boast bravely of their offerings. Nearly 3,000 other makes have been lost in the limbo.

For this coming struggle one corporate giant has been storing up strength every year for 51 years.

General Motors emerges as *the* great marketing fact and force of

the Twentieth Century.

And when things get tough, the marketing glacier grinds harder . . . especially Chevrolet.

In this grim year 1958 Chevy's share of GM's passenger-car output rose from 50 to 60%. Its share of the U.S. industry's passenger-car business in the first eight months of calendar 1958 was 30.3%—its big-

gest piece of the annual pie since 1933. Including imports, Chevy's "market penetration" was 28%.

Chevy makes trucks, too—currently 36% of all trucks sold.

In the first seven months of 1958, compared with same period of 1957, Ford Division's share of all new passenger-car registrations dropped

(continued next page)



LAWRENCE M. (MIKE) HUGHES
SM's Senior Editor says . . . "General Motors is THE great marketing force of this century."

Who's This Guy Hughes?

When the Mike Hugheses' first son was about to be born, in the late '20's, Sales Management's senior editor eased his wife's pains by reading at her bedside his latest report on Chevrolet vs. Ford.

Then he went up to Buffalo to see if Pierce-Arrow really could push Cadillac and Packard around.

During the '30's he had an occasional drink with General Motors' Alfred P. Sloan, Jr., and Walter P. Chrysler, and picked Charles F. Kettering's brains. . . He knew E. L. Cord (remember the Cord and Auburn?) before that empire collapsed. . . And in Oakland in 1944, Henry J. Kaiser told Mike his plans to sideswipe the Big Three.

When the "new" Ford company was born, after Henry I's death, Mike was in Dearborn listening to the "boys' large plans to "beat Chevrolet". . . He was back again on the company's 50th birthday, doing company and Ford Division pieces. . . Soon William C. Ford was telling him about the forthcoming Continental Mark II. . . Mike was the first to report (with some assists from Dick Krafve, Larry Doyle, Bob Copeland, etc.) the full story of Ford's \$250 million bet on the Edsel.

He worked with Jim Nance at Packard, Harold Vance at Studebaker and, several times, with George Romney at American Motors.

At intervals he was with Tom Keating and Bill Fish at Chevrolet and Don Ahrens and Jim Roche at Cadillac. He visited Richard H. Grant at a \$1-million Tudor farmhouse south of Dayton to learn how General Motors' master-mind of marketing had done it.

When Chrysler revived, in 1955, Mike stumped Michigan with Tex Colbert, Charles Jacobson and others for an advance glimpse of Chrysler's Forward Look. This fall he has roamed around taking a new look at the Big Three.

GM's Growing "Glacier"

(continued)

from 25 to 20%; Plymouth's, from 10 to 9%.

In 1957—for the first time in two decades—the Ford car came out first. But Chevy dealers proved that they could sell an "old" car almost as well as Ford dealers could sell a "new" one.

Chevy will not be caught again with an "old" car.

All GM cars in fact hereafter will be annually "new."

Ford Motor Co. is *trying* to follow this costly course.

Chrysler *can't*. Right now, when its stronger rivals have a lot of fresh specifics to crow about, Chrysler offers (aside from Plymouth) largely rebent versions of 1958 cars . . . with swivel chairs.

While Chevy alone was spending an estimated \$300 million on its 1959 cars, Chrysler put a mere \$150 million into all "improvements" on Plymouth, Dodge, De Soto, Chrysler and Imperial combined.

Even before the '59's arrived, Chevy was selling more than twice as many cars as *all* of Chrysler Corp. . . . 14% more than *all* Ford Motor Co. Chevy Division now outsells Ford Division by 24%, and may end calendar 1958 300,000 units ahead.

General Motors has grown to be a *Grade A Glacier*. . .

It is the largest manufacturing corporation in sales, net profits, number of employees and of stockholders, and is exceeded only by Standard Oil (N.J.) in assets and invested capital.

In 1957 GM's \$11 billion sales were 17% more than the \$9.4 billion of Ford and Chrysler combined.

GM's net profit of \$844 million—though substantially less than its record \$1.1 billion in 1955—was more than twice the \$403 million of Ford and Chrysler together.

On last December 31, GM's assets of \$7.5 billion were half again as large as the \$4.8 billion of Ford and Chrysler combined.

Outsold, Outprofited

In 1957 GM outsold Ford two to one; outprofited Ford three to one, and had two and a half times Ford's assets.

Meanwhile, GM outsold Chrysler three to one; outprofited Chrysler eight to one, and was five times as big in assets.

Then, in the first nine months of 1958, GM increased its sales share of the U.S. Market from 45 to 53%. Ford dropped from 32 to 27%, and Chrysler from 20 to 15%.

GM may end this year with a record 55% of market.

The glacier is fed by many sources—from cars and trucks and buses to diesel locomotives and airplane engines, to iceboxes and laundries and batteries and bearings.

. . . But nearly half of all of it derives from Chevrolet.

In sales size Chevy's "normal" \$5 billion may be exceeded only by all the rest of GM, by S.O. (N.J.) and by all of Ford Motor. Chevy alone is larger than U.S. Steel or G-E.

New car sales are only part of its total. Chevy now has on the road nearly 13 million passenger-cars and 3.4 million trucks. Parts and service for them could mean \$1 billion or more annually.

Not counting all the people who work on Chevy in other parts of GM, Chevrolet alone now employs 90,500.

Edward N. Cole, vice-president of General Motors and general manager of Chevrolet, would rather reveal car features than "internal" standings and statistics. But he did tell us writers at the GM Tech Center near Detroit, that Chevy has "more than 50,000 parts that we stock in service in our warehouse system, and more than 50 million feet of space in the parts end of our business." Three million square feet of new space for manufacturing and other facilities, added this year, are estimated to have cost \$100 million.

Ed Cole, General Sales Manager

Bill Fish, and other Chevyites speak kindly of competitors. They hope "George Romney's Rambler keeps on selling" and "Studebaker finds a way to keep going."

The only time they get excited is when you mention how well *another GM car* intends to do.

I had to do some probing for ad-expenditure figures. Fish said I might say that Chevy is one of the five largest advertisers. Actually, with the sole exception of G-E (whose annual \$75 million is spread over thousands of products) Chevrolet cars and trucks get more advertising support than any other brand. In a good year this could be \$65 million.

After seeing sales skid from 780,000 in 1955 to 164,000 in nine months this year, Buick bravely announced that it would spend \$20 million for all 1959 model advertising.

Says a Chevyite: "Hell, we'll spend *that much* on TV alone!"

And newspapers still are Chevy's primary medium.

Henry Ford I built standardized, low-price motor cars for the masses . . . and managed at peak to sell 65% or more of all cars.

Kaiser Couldn't Hold Dealers

Henry and Edgar Kaiser made good cars. But they could not sell them. Shifting year to year from a "target" of 10,000 down to 1,500 dealers, they could not win and hold the confidence of the men they needed to make Kaiser-Frazer go across the board.

Studebaker-Packard made good cars. But when they also made money they declared it in dividends—instead of plowing it back into better facilities, stronger organization, and consistent demand.

Three decades ago, under William S. Knudsen and Richard H. Grant, Chevrolet began to build motor cars for millions of *individuals* . . . and to build the *dealers* to sell them.

Ever since, Chevy's dealer group has grown billions of dollars more, in net worth and good will, than any other maker's. . .

With all the "factory" vicissitudes of policy and product, a lot of costly shirts have been lost in motor-car retail marketing. As compared with 45,000 new car dealers in 1946, *Automotive News* reports 38,367 in January 1957 and 38,109 in January 1958.

A trend toward "dualizing" has deferred some reckonings. In the first six months of 1958 *Automotive News* notes that the total number of dealers handling imported cars rose from

11,327 to 12,967. Of the latter figure 2,167 handled one or more imports exclusively, and 10,800 dually with domestic cars.

Nearly four-fifths of imported-domestic duals were with "captive" makes of the same manufacturers abroad: Buick with Opel; Pontiac-Vauxhall; Ford Motor-English Ford; Ford Motor-Taunus; Rambler-Metropolitan, and Studebaker-Packard-Mercedes-Benz. Since then Chrysler Corp. dealers have begun to take on the French Simca.

Meanwhile, a growing number of other-car dealers have been glad to add American Motors' thriving Rambler. More GM—and specifically Buick—dealers have taken on Rambler than have those of Ford Motor or Chrysler Corp.

GM, however, has many more dealers—17,000 as against 8,972 for Ford and 8,000 for Chrysler.

Chevy alone has 7,304. Of these 1,500 are now "duals," and their number is growing. Seventy percent of Chevy dealers now operate in the black.

Ed Cole intends to help them all to do better.

He relies on a larger total market—of which Chevy would get "at least its present share"—and the fact that his Division's line is being upgraded in quality and in price.

He shares the hope of Chrysler's president, L. L. (Tex) Colbert that—in contrast with this year's expected 4.5 million car sales—Americans in 1959 will buy 5.5 million domestic and 400,000 imported cars.

All key people in GM, and Chevrolet, shy away from the words "dominance" and "monopoly." But with the resources, the products and the sustained ability to sell them, the glacier rolls on.

In 1959 Chevy will sell at least one-third of all cars bought—and nearly two-thirds of all GM's.

A further fact is that Chevy will sell them at *higher prices*.

No More Delays

The lowest-price Delray line has been dropped. The higher-price Impala line (suggested retail prices \$2,710 to \$2,967) adds a four-door sedan and a hard top, to make four models. In depressed 1958 Delray accounted for only 13.8% of Chevy's unit volume. The new Impala sold 16%.

Ford has made much of "specialties." But in 1958 for the first time Chevy outsold Ford in both station wagons and convertibles. These two produced 22% of Chevy's total.

Thunderbird won prestige for the

entire "Ford family of fine cars." The four-door version of it this year was the one bright sight to be seen from No. 1, The American Road, Dearborn.

By contrast Chevy's Corvette *was* a dud.

This year Corvette sales rose 45%.

Meanwhile, Chevy is putting sex appeal in trucks. Ed Cole says El Camino is "styled along passenger-car lines"; urges truck-buyers to "get your wife into the act."

Chevy Reaches Up

With Impala Chevy reaches up into the Buick-Olds-Pontiac price range. Does this mean that GM's erstwhile "mass" car will not meet the gradually growing opposition of the small-size imports?

Ed Cole is cagey: "We have always had a small car in the works. Back in 1947 we actually constructed a plant to build one. But it was abandoned. . . We haven't purchased one pound of productive material for a small car."

(Chevy actually is road-testing a small car.)

Cole dodged the question of whether or not Chevy had bought a "pound" or more of tools and dies for such a car.

Speaking of pounds: Some 1959 models have four more pounds of aluminum than their 1958 counterparts. When going full blast the now-building Chevy plant at Masena, N. Y., on the St. Lawrence Seaway can turn out 70 million pounds of aluminum annually. Chevy will produce "a percentage of our own pistons and other components we are now fabricating of aluminum."

"We are not very far," Ed Cole said, "from an aluminum engine."

Meanwhile, for the first time, Chevrolet offers *new* cars two years in a row. It can say, "all new, all over again." New, Cole emphasizes, means "new styling, body, engine, chassis." On September 15, in all 10 assembly plants, their production started. Concerning sales targets, Chevy's general manager would say merely that they are the "highest in our postwar history."

In sales he is sure that Chevy will continue to "lead the way. . . We are pulling out all promotional stops." Within three days of first dealer showings, he expected "60 million Americans to be in some degree familiar with the features of the new cars."

Chevy's best year in number of

(continued on page 96)



THEY'RE IN THE NEWS

BY HARRY WOODWARD

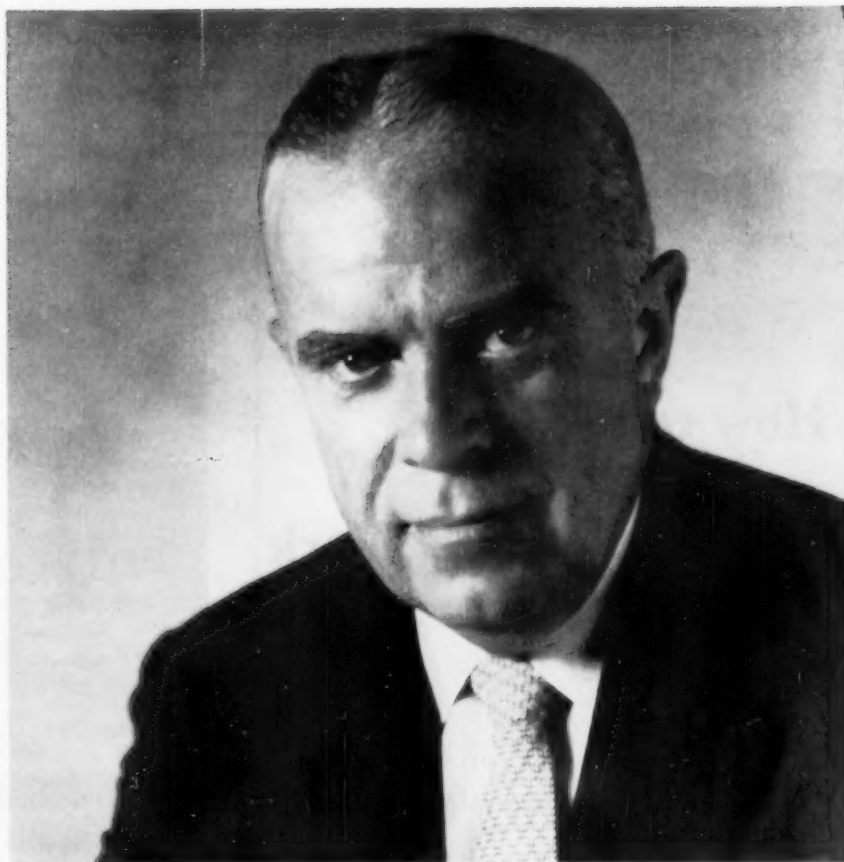
Once a Bank Teller He Now Dispenses Services

Charles M. Odorizzi, a handsome man with an intellectual brow, began his upward climb as a 17-year-old bank teller. He's in a great big cage now: He's new group executive v-p, consumer products and services, Radio Corporation of America. This Wisconsin-born whiz wasn't content to spend his life in a bank. But he was afraid he'd stay in one unless he got some education under his belt. So he entered Northwestern University School of Commerce. And, because he had to eat while he learned, he got himself a job in the service department of a local appliance dealer. Soon the demands of the job ruled out the schooling. (Before he was 22 he was selected by G-E as one of the 10 outstanding installation and service managers in the country.) At 24 he was head of operating activities of Rex Cole, Inc., New York, largest distributor of G-E home appliances. Later came executive posts with Montgomery Ward & Co. In '49 he joined RCA as v-p in charge of service for the RCA Victor Division. In his new post he'll have responsibility for all consumer products as well as services of RCA. He's the man who organized the Government Service Division of RCA. It's a world-wide organization whose technicians are assigned to the U.S. Armed Forces and other Government branches. He and his wife live at Greenwich, Conn., with their three daughters whose names roll over the tongue—Carol Rae, Linda Lee and Terri Lynn—like hot buttered rum.



Gould of Ladies' Home Journal: His Wife Has Rivals

The annual Princeton-Dartmouth classic is a tantalizing topic of conversation to Maurice Stephenson Gould until somebody mentions advertising sales—and somebody usually does. A "marked man" at the magazine "women believe in,"—he'll be general manager at *Ladies' Home Journal* as of January 1—Gould has sold every type of advertising from zippers to aspirin. With an engaging sense of humor, he's a quiet man who confidently places the magazine on the threshold of an unprecedented era of prosperity and authority. He foresees a great opportunity to convince advertisers that magazines produce quick action and lasting results. ("... Most advertisers *want* to believe this. It's up to us to show them how.") A fiercely loyal product of Phillips Andover Academy and Princeton University, Gould got into advertising in 1920 in his father's firm. In 1929 he became vice-president of Charles W. Hoyt Co., the advertising agency, where he remained until 1932 when he became manager of the New York office of Maxon, Inc. In 1939, Gould joined Curtis Publishing Co. as advertising salesman for the *Ladies' Home Journal*. In 1944 he began the forward climb at *LHJ* from publications manager, Detroit; sales supervisor; to publications manager, New York office; and, recently, executive assistant to the general sales manager. He moves into "the boss's chair" with the retirement of Ralph C. Ackerman. Gould will bring low-pressure salesmanship to his new job. A family man and grandfather, he proudly states that no one is happier about the millions of women in his life than Mrs. Gould.



Nelson Bond

McGraw-Hill Moves Up Some Big Ammunition

Biggest businesspaper news of the past fortnight is McGraw-Hill Publishing Company's announcement of three top appointments: Nelson Bond, long a leading light of the company (as well as Associated Business Publications, of which he is immediate

past chairman) has become president of the Publications Division. He'll also continue as executive v-p of the company and president of McGraw-Hill International Corp. At the same time the publishing house, whose green-glass skyscraper headquarters are a beacon on New York's West 42nd Street, named Shelton Fisher, who has touched bases, as publisher of several McGraw-Hill publications in diverse fields, and Harry Waddell, publisher of the petroleum publications, as senior vice-presidents of the Division. Reason for these moves: to keep pace with the expanded coverage, editorial scope and advertising volume that have occurred among the books in recent years. Fisher and Waddell will have primary responsibility for the publishing direction of all publications, except *Business Week*, under Bond, who heads general management of Publications Division. Fisher lives in Darien, Conn.,

joined the company in 1940 as promotion manager of *Business Week*. Waddell came to McGraw-Hill six years later, as assistant managing editor of the same publication. He's a Wyoming product who lives now in Garden City, L. I.



Shelton Fisher

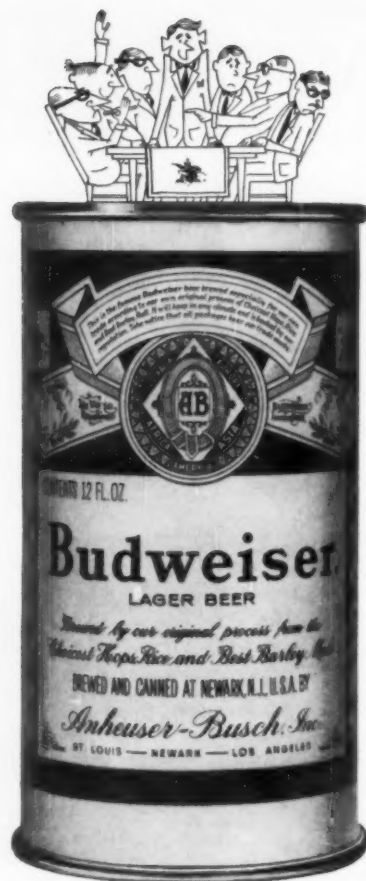


Harry Waddell

How to Make a Marketing Committee Work

Dynamic Augie Busch could, but doesn't, run a one-man show at Anheuser-Busch, which leads the nation in beer sales. His marketing committee has responsibility—and authority. It draws upon all executive talents in the firm.

By JACK BERNSTEIN



This week the 11-man "tug-of-war squad" at Anheuser-Busch, Inc., gave its periodic look at the scoreboard, and found results for the year's first three quarters still strongly in its favor. It's no wonder.

The 11 men, members of the brewery's marketing committee, are all pulling in the same direction—toward higher sales in the face of a sluggish economy.

Shipments to the trade in the first nine months totaled 5,285,346 barrels, greatest in the company's 106-year history. The favorable totals were a continuation of what has been happening over and over again this year. For example, June beer shipments were 735,244 barrels of Budweiser, Michelob and Busch Bavarian, and 21,355 barrels of Regal, the biggest single month's sales. (Regal, a Miami brewery, was acquired this year.)

June's deliveries exceeded the 607,511 barrels shipped during 1933, which didn't get underway, in terms of beer production, until April 7 at 12:01 a.m. when whistles of thou-

sands of St. Louis factories screamed out a welcome for the return of the golden brew.

The record-busting marketing committee eclipsed another mark with the shipment of 3,300,358 barrels of Budweiser, Michelob and Busch Bavarian and 63,943 barrels of Regal in the first six months of 1958, the best first six months in the company's history. This was an increase of 10.4% over the same period last year. Net sales for the first half soared to \$123,154,699 against \$111,580,299 for like period in 1957.

This six-month total of 3,300,358 barrels surpassed shipments for the entire years of 1941 and 1946 when 3,089,954 and 3,026,413 barrels, respectively, rolled out of the breweries. However, production in 1946 was limited by a Presidential order curbing grains for brewing.

What makes these figures impressive is that Anheuser-Busch has been bucking the trend of its industry and the nationwide sales pattern. (Industry sales are down about 2%.)

The committee consists of William

Bien, vice-president, marketing; Walter T. Smith, Jr., vice-president in charge of advertising, sales promotion and merchandising; T. C. Burrows, general sales manager, Brewery Division; Ed. Vogel, manager of Regional Brand Division; Ray Krings, advertising manager; Walter Reisinger, advertising manager of Regional Brands; Ed Schmidt, merchandising manager; Jim Fabick, sales promotion manager; Bill Shine, director of marketing research; Claude Focardi, assistant to v-p, marketing; and Wallace Lindelien, assistant to GSM, Brewery Division.

The marketing committee at Anheuser-Busch is one that has various department people on it with authority and responsibility for marketing of the product.

GSM Burrows recalls that Bien (pronounced Bayne) was the "father" of the A-B marketing committee, formed in 1956 a short time after Bien became general sales manager, Brewery Division. (Burrows took over as GSM in January 1958.)

"Bien realized that most of his

time was being spent catching mistakes, or preventing them, because of lack of co-ordination. He found a big void and need for stronger organization. We agreed that our prime mission was to develop a really co-ordinated marketing program," Burrows says.

The committee acts in the manner of Joint Chiefs of Staff or a Supreme Headquarters, Marketing. The same co-ordination of combined operations governs its actions. Once a marketing decision is fought out, there is unity in the execution of orders. There is no inter-departmental rivalry, no concern over whose budget is affected.

Meetings are held monthly and the members submit subjects for discussion. If a problem concerns a department not represented on the committee, that department is advised to send a representative who can answer questions and make decisions for it.

Sometimes the Fur Flies

Meetings usually last about two hours, from 3 to 5 p.m. Some "battles royal" have taken place in these sessions. Looking back at some of the heated discussions, Burrows comments:

"Sometimes an idea was wise from the point of view of sales and I got support from advertising and merchandising. Other times, the proposal drew fire and the opposition knocked it into a cocked hat."

The marketing committee is a basic sounding board, a fountainhead for ideas which usually are screened and thought out before being presented to the group. Because all the arms of the marketing function are represented, it provides a definite means of co-ordination and a common ground. Responsibility for final approval on marketing rests with this committee.

Some of the recent meetings included a discussion of a special holiday carton design, a subject which crops up every year. After weighing the plus values, the committee voted to continue the practice. In addition to package and P-O-P support, the holiday design would be integrated with national advertising. This was co-ordination at work.

Other items on the agenda: the marketing possibilities of Michelob, the draught beer sold by the barrel only; the question of revamping the house organ. Decisions are not always made at one meeting.

Perhaps one of the most outstanding single achievements of the marketing committee is its successful \$2-million "gamble" with the "Pick a Pair of Six Packs" campaign in June and July. The committee had to decide

Anheuser-Busch's Marketing Committee



Vice-President, Marketing

WILLIAM BIEN

Vice-President in Charge of Advertising, Sales Promotion, and Advertising

WALTER T. SMITH, Jr.

Advertising Manager of Regional Brands

WALTER REISINGER

Merchandising Manager

ED SCHMIDT

General Sales Manager, Brewery Division

T. C. BURROWS

Sales Promotion Manager

JIM FABICK

Manager of Regional Brand Division

ED VOGEL

Director of Marketing Research

BILL SHINE

Advertising Manager

RAY KRINGS

Ass't to V-P Marketing

CLAUDE FOCARDI

Ass't to GSM, Brewery Division

WALLACE LINDELIEN

whether "you can take a strong theme, 'Where There's Life, There's Bud,' and ease it to a specific hard sell package message and get through to the consumer."

The risk: "We could have fattered the greatest fiasco in modern beer marketing," says Burrows. The only support for the committee was that the Pick a Pair of Six Packs program was tried out last fall in the Midwest sales region. With hard sell and tie-in with point-of-purchase promotions in 13 states, the campaign was a smash success.

The marketing committee gave the campaign the green light nationally and results were spectacular: "During June and July the brewery produced and shipped every available bottle and can that Anheuser-Busch was physically able to fill," Burrows notes, paying tribute to the "finest department co-ordination" he has ever seen at Anheuser-Busch.

Six-pack sales in that period posted a whopping 18.2% increase. Instead of total package goods being up 3.2%, as estimated, they surged ahead by 5.9%. Thus the entire line benefited

The 36-Year-Old Brewing Veteran

T. C. Burrows has been brewing beer sales for a dozen years. He's general sales manager, Brewery Division, Anheuser-Busch, a post he assumed the first of the year. Burrows has been with the company for five years (he came in as assistant regional manager for the Central Division). He began in brewing with the merchandising department of a national company, progressed from branch salesman to branch manager. A New Englander, he was born in Cranston, R. I. He's an advocate of the "smarter but not harder" school of sales.



from the single-package push.

"This is the area in which we have to grow nationally. This is the area in which we have to take the initiative away from our main competition.

"The off-premise consumption

stands as our greatest potential," the general sales manager of the Brewery Division remarks.

When campaign plans were set by the marketing committee and approved by the management committee, which reviews major steps, every wheel of the marketing department shifted into high gear. The Pick a Pair of Six Packs theme was promoted on every marketing front.

1. Sales Promotion. A Pick a Pair of Six Packs contest (where legal), with cash prizes, was run for wholesalers and sales personnel. Sales quotas were set up on a point basis.

2. Advertising. All local radio, television, billboard (24 sheets), national magazines, tied in with this promotion.

3. Advertising and Merchandising: It was necessary for the copy and tag lines to jibe with P-O-P material. Color and art work were blended in with P-O-P to make the consumer feel the punch there as well as in the media. Brochures tied in with the copy and art to produce impact all over again.

4. Sales: Bulletins to the sales force were tied in with copy to give mass impact.

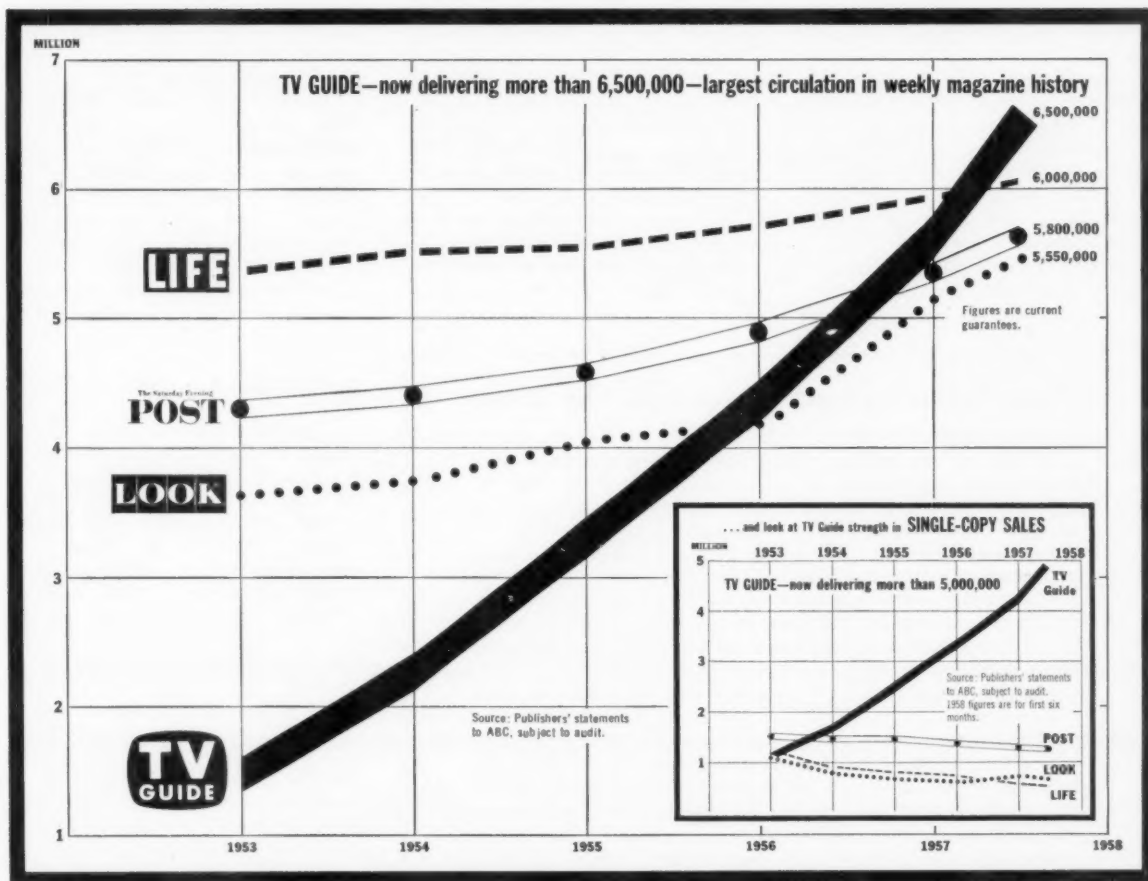
When this excellently integrated Pick a Pair of Six Packs campaign was concluded, Anheuser-Busch found that in June and July it had sold out the complete corporate capacity for that period. The company is eagerly looking forward to the completion of the new plant in Tampa, Fla., which has a capacity of about 500,000 barrels.



Drawing by B. Tobey © 1958 The New Yorker Magazine, Inc.

TV Guide... today's greatest growth magazine... provides

CIRCULATION STRENGTH



The quality of TV Guide circulation is as impressive as its quantity

One of the prime criteria of circulation quality is single-copy sales. Each week more than 5,000,000 families (78% of circulation) pay full cover price for TV Guide magazine. Of them, half buy the magazine at supermarkets and food stores—every major supermarket chain sells TV Guide.

As the new TV Guide city-by-city, county-by-county circulation analysis documents, TV Guide delivers more copies to major markets than any other weekly magazine in history.

The comprehensive TV Guide circulation analysis can help you to more confident media decisions. It is yours for the asking. Call your nearest TV Guide advertising office or write National Advertising Department, Radnor, Pa.



New TV Guide magazine circulation analysis breaks down the 6,699,352 sale of the March 8, 1958 issue city-by-city for all cities of 2500 and more population, county-by-county for every single copy. You can measure both national circulation and the circulation of a single regional edition or any combination of editions.



A WEEKLY MAGAZINE...A DAILY HABIT

"We weren't too popular with Production at that time," Burrows admits. "They were worried about being over a barrel." (The last one!)

Anheuser-Busch provided maximum merchandising and advertising support for this campaign. In addition, the "super" marketers converted everything that they would have normally in the budget to this program.

"We administered an outlay in excess of \$2 million for this one concentrated program alone," Burrows reports.

Strongest arrangement of all in the Anheuser-Busch setup is that while co-ordination plays a principal role in marketing, the sales force is completely decentralized. A-B is believed to be the first among the major breweries to operate in this manner.

As Burrows points out, "This is necessary because our business is highly competitive and local. If re-

gional management in the field doesn't have the authority to go with its responsibility for cutting the mustard—at the local level—you wind up being two months or two years late on potential marketing moves."

Four regional managers control from 11 to 13 states. They have their own budgets and run their territory "lock, stock and barrel." Regional headquarters are: West, Van Nuys, Calif.; East, Newark, N. J.; South, Atlanta, Ga.; and Midwest, Chicago.

However, this independence and self-rule are carried out only to a certain point, Burrows asserts. "There is a danger of reaching a stage where you lose everything to decentralization. And that's where the need for central thinking comes in."

To support the people in the field, the marketing committee takes to the road once a year for a visit to the regional territories. Recently, it made

a 10-day swing through the East, conferring in Boston, New York and Washington.

The eastern sales manager called in the entire sales organization in his territory to sit in on the conference. The marketing committee painted the national sales picture and touched on the individual region.

"We tell them our plans, our aims and how they fit into the picture. We also acquaint them with the weak spots. Then we meet with the major wholesalers and go over local conditions," says Burrows.

When a major package change or carton design revision or marketing program affecting policy is presented, approval must be obtained from the management committee. It consists of: August Busch, Jr., president and chairman of the board; John Wilson, executive vice-president; Richard Meyer, vice-president, administration; Frank Schwaiger, vice-president, brewing; and William Bien.

New Businesspaper Breaks All the Rules

You can build sales by not selling.

At least by not selling to some—and making a stronger case for selling to others.

That's the theory behind a new professional paper to be launched in January by Hearst Magazines.

The nameplate says New Medical Products. For businesspaper publishers, the New carries some significant references. Items:

- The paper courts only advertisers of new pharmaceuticals.
- It accepts only ads that conform to a prescribed format.
- Editorial matter is kept to a minimum and runs in the back of the book.

Obviously New Medical Products breaks all the rules. Will it work?

Publisher Robert A. O'Malley says yes.

The Food & Drug Administration requires that new product information be circulated to doctors. Marketers accomplish this by direct mail and package enclosures. Advertising in the paper will be accepted as a substitute.

Another reason: Doctors are overwhelmed with direct mail. They get some 50-100 pieces per day and mail is increasing. Some 500 drugs are introduced each year. Most mail does not list drawbacks the drugs have—something doctors must know. The ads will tell them this.

The paper won't accept those ads that don't list drawbacks. Product descriptions must cover points like Indications, Composition, Advantages in a specified sequence and are checked by the paper for accuracy.

Ads will run without benefit of "adjectives, red, white and blue colors, screams, music, hyperbolae," Editor Dan Rennick says. They're not even called ads—they're "product presentations."

Other musts for advertisers: standard type, standard one-page size except for special ads.

Because the ads run alphabetically, advertisers may not specify the second color.

The paper's \$2,000 black-and-white rate is the highest page rate in businesspapers. High circulation brings the cost-per-thousand down to \$13. The paper reaches 150,000 physicians, which is all private and public doctors aged 65 or under. Circulation is B.P.A.

Committees Are Linked

The secret of the Anheuser-Busch committee organization is that there is a close liaison between committees. At least one member of an upper-echelon committee belongs to the one below it. For instance, Bien is a member of both the marketing committee and management committee.

Walter Smith is a member of the marketing committee and also SPAM, which means Sales Promotion, Advertising and Merchandising. This latter group considers and screens proposals even before they reach the marketing committee. The committees are inter-connecting and set up so that one man in a higher-level committee knows the answers and background of every important issue.

Asked how the president feels about the marketing committee, Burrows says: "Mr. Busch is usually pleased when he sees results. The sales are there."

The marketing committee dates from 1956. Sales in 1955 were 5,616,793 barrels (\$201,718,743). In 1956 they were 5,864,034 (\$214,692,297). In 1957 they were 6,116,077 (\$227,224,930).

The marketing committee gets along with the other departments. The only time it gets into trouble with Finance is when it exceeds its budget, which is seldom. It has been hitting the budget on the "nailhead." The first seven months sales volume was off only 0.3% from the forecast made in July 1957. But the production department wants to know why "they sell too much during the summer and not enough in January!" ♦

TV GUIDE... today's greatest growth magazine... delivers MORE READERS PER DOLLAR

than any other magazine covered in 1958 Starch Consumer Magazine Report

All statistics in this chart are derived from 1958 Starch Consumer Magazine Report covering primary readership. The Starch figures are projected against current circulation guarantees and current cost per black-and-white page.



MORE PRIMARY READERS PER DOLLAR

TV GUIDE	1135
Reader's Digest	690
Life	518
Look	534
Saturday Evening Post	489

Total number of TV Guide magazine adult readers—14,755,000



MORE HOUSEWIVES PER DOLLAR

TV GUIDE	463
Reader's Digest	299
Life	203
Look	211
Saturday Evening Post	199

Total number of housewives who are TV Guide readers—6,024,720



MORE YOUNG MARRIED ADULTS (18-34) PER DOLLAR

TV GUIDE	354
Reader's Digest	122
Life	132
Look	143
Saturday Evening Post	121

Total number of TV Guide magazine young married adult readers—4,607,908



MORE CAR-OWNING FAMILIES PER DOLLAR

TV GUIDE	434
Reader's Digest	292
Life	198
Look	213
Saturday Evening Post	210

Total number of car-owning families reading TV Guide—5,642,000

...and the readers are concentrated in Markets "I" and "II,"* where greatest sales potential lies

*synonymous with Nielsen "A" and "B" counties

TV GUIDE

READER'S DIGEST

LIFE

LOOK

SATURDAY EVENING POST

Readers
in
Market "I"

41.5%

37.6%

38.1%

38.7%

37.1%

Readers
in
Market "II"

36.6%

27.8%

29.5%

30.7%

29.1%

Readers
in
Markets "I" and "II"

78.1%

65.4%

67.6%

69.4%

66.2%

Source: Audience Characteristics of Five Magazines, Sindlinger & Company (1958)

Ask for these two new TV Guide reports—
"Audience Characteristics of 5 Magazines" and
"Readers and Households"



More readers per dollar and greatest concentration in the best areas for the sale of mass-market products—that combination is a big factor in TV Guide magazine's explosive upturn in advertising volume.

New off the press are TV Guide reports covering these two important surveys.

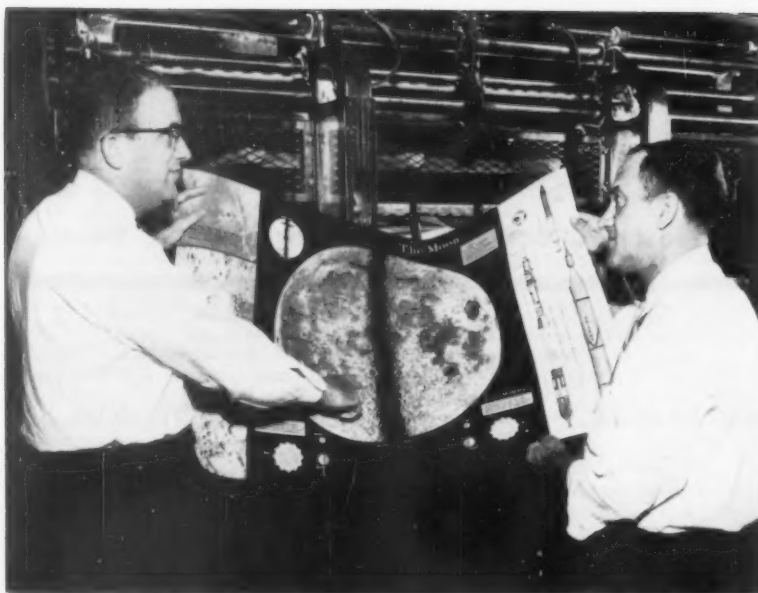
Each contains a wealth of data about important mass-market publications.

You will want to turn to both reports whenever media selection is under study. They are yours for the asking. Call your local TV Guide advertising office or write National Advertising Department, Radnor, Pa.

More than 6,500,000 circulation

BEST-SELLING WEEKLY MAGAZINE IN AMERICA





THEY DIDN'T KNOW IT . . . but they had the moon by the tail. Don Eldredge, (l) manager of Trade Map Department looks over the first moon maps to come off Rand McNally presses. With Pioneer's advent the maps are even better.

THE HUMAN SIDE

BY HARRY WOODWARD

Rand McNally sent around 300 moon maps as gifts.

Then came the tie-ins: An advertising agency for a telescope manufacturer used the map as background for an ad. "Cavalcade of Books," a popular TV program in Los Angeles, ran a tie-in on the map with local booksellers.

Rand McNally was in the stratosphere of delight. It took a full-page ad in *Publishers' Weekly*. And it ran a direct mail program with book dealers. Out of 6,000 pieces of literature mailed, there were more than 300 responses—something of a record for a map.

Of course the map is something special. Its publishers determined to make it as accurate as possible. The map, as a consequence, is based on photographs: It depicts the moon as seen from the earth, shows all important craters, mountains, "oceans" and valleys. It's the largest map of the moon to be produced in the U.S. and one of the first.

And there's a dramatic text to go with the map. Here's part of it. "The moon has always fascinated man. Revolving around the Earth every 29½ days, the moon shows only one face to us as it rotates once on its axis in every revolution. About 41% of the moon can be seen all the time and another 18% some of the time. Seen through a telescope, this satellite presents a weird and startling landscape. Vast plains—named oceans and seas by the ancient astronomers who believed that these areas had been covered by water ages ago—extend over much of the surface. The largest is Oceanus Procellarum, Ocean of Storms . . . The pull of gravity of the moon is only one-sixth that of the earth . . . Temperatures range from 215 degrees F. above zero in the day to 240 degrees F. below zero at night."

There is no life on the moon, according to suppositions of most astronomers. But Rand McNally says if interest in the moon is any criterion that'll probably be changed—any day now. ♦

Trip to the Moon, Anyone?

When Ralph Cramden, the intrepid bus driver of TV, used to threaten to send his Alice to the moon, he was barely ahead of his time. According to Rand McNally & Co., 135,000 people are at least interested enough in the place to order its new map.

The conservative old firm that has pioneered in mapping the earth's surface decided some time ago to have a go at the moon. Why not? With satellites spinning madly around us and public interest in the moon at a high pitch, a moon map was a natural. But Rand McNally had no idea that people would knock each other down in a pell mell scramble to buy its newest offering. That's what happened. . .

It was around the end of July that Rand McNally placed its moon map on sale. By coincidence, a news story announcing the map was released the same day that United Press International carried a story from Cape Canaveral to the effect that the Army or Air Force planned to launch a rocket to the moon within a month or so.

Immediately Polk Brothers, Chicago's largest appliance dealer and discount house extraordinary, sent in an order for 50,000 of the maps to use as a traffic builder for its seven local stores. Radio and TV spots broke the news. Polk offered a free moon map with any purchase. The

map is priced at \$1 for the moon addicts who walk into a Rand McNally outlet and buy one. Expensive for a mere map. But the saving you might suppose, hardly indicated a run on Polk Brothers.

But within two months, every one of Polk's maps had been given away. And the company—seeing no let-up in moon interest—has ordered another 50,000.

Far from stemming the tide of outright sales of moon maps, Rand McNally believes that Polk's plugs helped them, too. For the appliance dealer touted the maps on most of its commercials and in newspaper ads. (The company sponsors an average of 24 hours a week on Chicago radio and TV.)

In the meantime the map makers weren't star gazing. The general news story announcing the map was released and sent to a wide variety of magazines, wire services, city editors of daily newspapers, syndicated columnists, as well as radio and TV commentators and disc jockeys. A copy of the map was included with each mailing.

As a result stories were carried by both Associated Press and UPI. Hundreds of dailies prepared their own articles. And when the International Convention of the Radio-TV News Directors Association met at Chicago,

TV GUIDE—today's greatest growth magazine—provides

UNMATCHED FLEXIBILITY

GEOGRAPHIC FLEXIBILITY WITH 51 REGIONAL EDITIONS

You can buy space in any one or any combination. Your advertising can follow your distribution precisely. You can advertise nationally to the greatest primary audience ever assembled by a weekly magazine and/or you can concentrate on special regional problems. All told, TV Guide circulates in the 2747 counties where 99.3% of U.S. retail sales are made.

DEALER TIE-IN FLEXIBILITY

You can combine a color or black-and-white advertisement in the national feature section with your local dealer names in regional editions. Ideal for co-op budgets. Successful users include RCA Victor, Du Pont, Lewel Mfg. Co., Philco, RCA Whirlpool.

SPLIT RUNS in national feature section

2-way geographic split: Advertise one brand in one part of the country, another in the remainder on same page, same issue.

2-way copy split: Alternate copies of each edition carry different ads. A perfect nationwide copy test.

4-way copy split: Four ads each appear in one-quarter of total circulation, equally divided across the country. You can promote four brands or test four copy themes simultaneously.

LOW-COST COUPONING

The huge audience and pinpoint distribution of TV Guide magazine make it an ideal medium for coupon offers of all kinds. Major advertisers who use TV Guide magazine for couponing include Kraft, Lever Bros., Campbell Soup, General Foods, American Tobacco, Borden's, Tetley Tea, Standard Brands.

DAY AND HOUR CONCENTRATION

You can place your ad at the exact spot to which TV Guide families (there are more than 6,500,000 of them) will be turning on *any given day at any given hour*.

PRODUCT-PROGRAM ADVERTISING

You can promote your TV shows to more than 6,500,000 TV families in TV Guide magazine—jump your ratings—increase your identification as sponsor. You can translate your TV commercial (spot or show) into the permanence of print. After your show, you can remind viewers of your sponsorship and your selling message—get powerful *double impact*. There are other possibilities too, such as the history-making RCA Victor ad which helped George Gobel demonstrate color TV on black-and-white sets.

**EXTRA! 4-COLOR ADVERTISING NOW AVAILABLE IN WEST COAST REGIONAL EDITIONS
AND 2-COLOR IN NEW YORK METROPOLITAN EDITION!**

How RCA Whirlpool
ties in national
advertising and
local dealer names



National ad in national section (charged to national budget) with dealer listings in each of 23 regional editions (paid for from co-op funds). Just one example of TV Guide magazine's unmatched flexibility.

Because of its astonishing flexibility, its low cost, and its mass circulation, TV Guide is helping solve marketing and merchandising problems which no other magazine can. Flexibility is one reason why more and more blue-chip advertisers are turning to TV Guide magazine.

**More than 6,500,000
circulation . . . best-selling
weekly magazine in America**



A WEEKLY MAGAZINE . . . A DAILY HABIT

WORTH WRITING FOR...

Industrial Packaging

It is fast becoming an exact science. American industry each year spends approximately \$15 billion for packaging materials, containers, supplies, machines and accessories. Of this \$4.5 billion are spent on industrial or bulk and protective packaging. That's a lot of packaging, and the problems of people who must package for protection are distinctly different from those of persons engaged in consumer packaging for retail outlets where the package is first a sales tool. To help them solve their problems, a loose-leaf "Industrial Packaging File" has just been issued, making it easy to keep up to date on industrial packaging throughout the year. Included is information such as: packaging responsibility in important industrial plants (with a list that indicates not only the spread of titles necessary to cover all persons who influence industrial purchases, but shows how titles vary in different companies); number of plants—industry by industry, state by state—engaged in each industry designated with a 4-digit Standard Industrial Classification (what kind of packaging is used, industry by industry). For the complete file, write to Donald F. McCammon, Publishing Director, *Industrial Packaging*, 6 N. Michigan Ave., Chicago 2, Ill.

Georgia's No. 2 Market

It is Savannah, according to a new slide-film which has just been presented at a round of meetings and luncheons with New York advertising agencies and advertisers, to focus attention on the changing profile of the new South and the spectacular growth which has come to the Savannah market. Savannah is a self-contained trading area miles from the influence of other metropolitan sales forces. It is now in the midst of a \$175-million expansion boom. Heart of the 27-county coastal area, it is a half-billion-dollar market serving a half-million people. Retail sales are estimated to be \$483,536,000; buying income, \$598,202,000. Other facts brought out in the presentation: Concepts of southern markets which were true only three to five years ago can no longer be considered accurate. A new industrial revolution is changing populations, realigning income and buying habits — completely revising the sales patterns of established mar-

kets. In Savannah, for example, population has increased 10% in a five-year period, while retail sales have risen 32%. For excerpts from the slide-film presentation, "Savannah—Seaport of the South—Heart of the 27-County Coastal Empire," and other data, write to Lloyd Eder, Vice-President and Business Manager, *Savannah News-Press*, Savannah, Ga.

"\$8 Billion Ain't Hay!"

This study, conducted by the School of Business, Baylor University, shows how America's tourist court-motel stacks up today. Statistics such as these show how the picture has shifted: In 1957 there were 57,000 motels in America; total available daily units, 1,197,000; number of people accommodated daily, 1,519,339; daily box office "take", \$5,694,300. Total investment in buildings was \$5,282,543,360; in furnishings, \$1,557,171,150; in land, \$1,192,871,150. Total invested capital was \$8,032,585,650. There is an endless parade of sales opportunities. Here are a few investments (in millions of dollars): television sets, \$52.1 annually; swimming pools, \$62.2; mattresses, \$46.3; guest soap, \$3.2; luggage racks, \$6.3; beds, \$53.3; lamps, \$14.9; blankets, \$12.1; lawn furniture, \$6.7; vacuum cleaners, \$4.6; power lawn mowers, \$6.7; chairs, \$35.5; soft drink dispensers, \$5.4. Data include: breakdown of motel ownership; motel locations—current and future; special facilities and services; accommodations and average rates; construction—facts and forecasts; furniture and furnishings; lamps and accessories; appliances; outdoor furniture; office furniture and equipment; linens; cleaning equipment; general equipment; where motels buy. For your copy of the complete study, write to Bob Gresham, Editor-Publisher, *Tourist Court Journal*, Temple, Tex.

The Building Market

It is a \$37.5-billion market, and the long-time trend, according to this most recent study, is toward expansion. Some of the highlights: Business spending in 1957 for new plants and equipment was 12% more than in 1956. For 1958-1960, business already has plans for almost as much capital spending as in 1956. And since

these are preliminary plans, the actual expenditures may turn out to be higher. Business plans increased research expenditures 20% in 1957, and will continue to step up research during the years 1958-1960. By 1960, at least 10% of total manufacturers' sales are expected to be in products not made in 1957. One-third of all manufacturing companies planned capital expenditures in 1957 to bring out new products. Other data include: commercial building—1955-1960; industrial building between now and 1975. A copy of "How to Sell the \$37.5-Billion Building Market," may be obtained from Lynn Campbell, *Building Construction Illustrated*, 5 S. Wabash Ave., Chicago, Ill.

Industrial Florida

According to this latest report, "Florida's New Industrial Plants," a record high number of new industrial plants was reached in 1957. Data cover population of Florida; employment in new industrial plants by county and by industry. In addition there are: list of new plants by county (name and address of company, date, principal product — SIC code, expected number of employees, size of plant); list of new plants by industry (county and city, name of company, date, principal product, expected number of employees, size of plant). For your copy of the report, write to Herbert D. Cameron, Florida Development Commission, Caldwell Building, Tallahassee, Fla.

Indianapolis

Data book, "Facts—Indianapolis," condensed from the 1958 Consumer Analysis, covering family growth, income, employment, working women, housing, home-building and home improvement plans, automobile ownership, vacations, household goods, shopping centers, food buying habits and newspaper coverage. Another data book, "The Suburban Shopping Plaza," covers 13 new shopping centers (each costing \$1 million or more to build) and three more proposed or under construction. Included: cost to build, parking capacity, miles from downtown, names of retail outlets in each center. A center map locates the plazas and gives data, by area, on families, home ownership, automobile ownership, income, and newspaper coverage. Copies of both books are available from Paul Grimes, Manager, General Advertising, *The Indianapolis Star and News*, Indianapolis, Ind.

TV Guide... today's greatest growth magazine... records startling

ADVERTISING GROWTH

501 new advertisers
first 9 months 1958

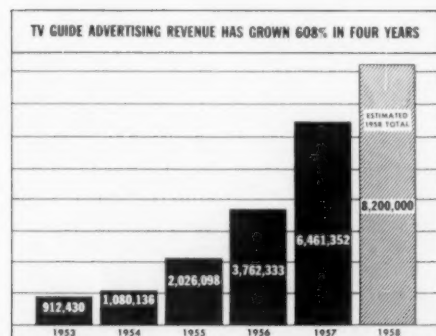
Advertising
revenue
first 9 months

14%

over last year...
and headed
still higher

PACE-SETTING ADVERTISERS lead the way

				LISTERINE		VICEROY		Kodak	
ANACIN		Winston	QUAKER OATS	KRAFT			Marlboro	CHRYSLER	OLDSMOBILE
Calvert		coldene		Campbell's	Firestone	PALL MALL	IODENT	KNOX	
	FORD	Monsanto	Presto		PONTIAC		LOG CABIN Syrup		Imperial



Every TV Guide chart line goes up (except cost per thousand)!

BEST-SELLING WEEKLY MAGAZINE IN AMERICA

NOVEMBER 7, 1958

The explosive upturn in TV Guide magazine's advertising volume is gaining momentum.

More and more advertisers are discovering the sheer power of this magazine—now delivering more than 6,500,000 copies, largest circulation of any weekly magazine in history.

Advertisers in virtually every market category are contributing to the rise—including food, drug, automotive, apparel, appliance, tobacco.

All this, especially at this time, is powerful evidence that advertising in TV Guide magazine works.

More than 6,500,000 circulation



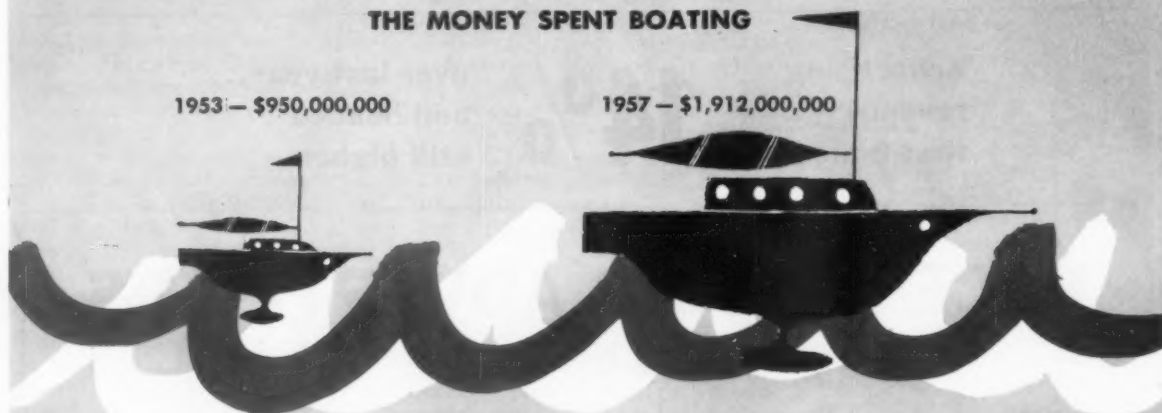
Americans Bitten By Boating Bug

Last year an estimated 35 million people took part in recreational boating. They spent close to \$2 billion dollars for boats and engines, fuel and accessories, storage and maintenance—more than double what was spent as recently as 1953. Interest in boating continues to grow—overall sales may rise another 10% in 1959.

THE MONEY SPENT BOATING

1953 — \$950,000,000

1957 — \$1,912,000,000

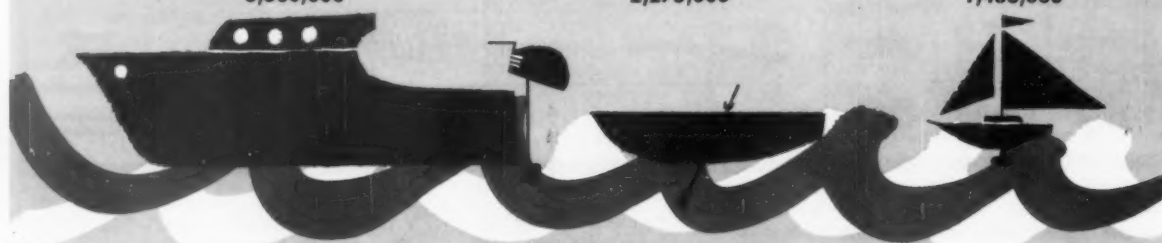


TYPES OF BOATS USED

Outboard motor powered
3,360,000

Non-powered rowboats, etc.
2,275,000

Inboard and sail craft
1,436,000

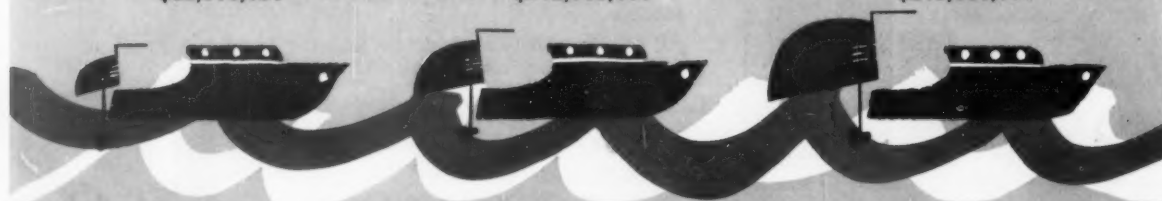


GROWTH OF OUTBOARD MOTOR SALES

1950
\$62,000,000

1954
\$112,000,000

1958
\$213,000,000



Source: Marine Products Division, McCulloch Corporation, Minneapolis

TV Guide... today's greatest growth magazine... produces OUTSTANDING RESULTS

CHARLES W. HOYT COMPANY, INC.
PLANNED ADVERTISING
180 Madison Avenue
New York 17, N.Y.
October 15, 1958

Mr. William Gordon
TV Guide
625 Madison Avenue
New York 22, New York

Dear Mr. Gordon:

You will be interested to know that the keyed copy which we ran in January on Knox Gelatine pulled over 20,000 inquiries. The cost per inquiry was the lowest of all the various publications which we used on this copy and was about fifty percent lower than the magazine average.

Of course, we are pleased to see that the keyed copy continued to come in from other sources.

TED BATES & COMPANY, INC.
Advertising
666 FIFTH AVENUE - NEW YORK - 15, N.Y.
June 5, 1958

Mr. Robert Baunlar
TV Guide
625 Madison Avenue
New York, N. Y.

Dear Bob:

You will be pleased to learn that once again, TV Guide has shown its pulling power over competitive media.

In our short run in the Oregon Edition, TV Guide pulled 140 responses for the Fleischmann recipe booklet as against 133 from three newspapers combined.

We hope this record will be in TV Guide soon.

Batten, Barton, Durstine & Osborn, Inc.
Elaborado 5-6800
383 Madison Avenue, New York 17, New York
Advertising
September 10, 1958

Mr. Don Melanson
TV Guide Magazine
625 Madison Avenue
New York 22, New York

Dear Don:

The final results of the "Hit Parade Mystery Tune Contest" have been tabulated. Out of a total of seventeen magazines used to promote this contest, TV Guide ranked eighth in total coupon returns. This ranking is surprising to some extent.

First, TV Guide was used only once, while many of the other magazines were used twice. Second, the cost per return in TV Guide was one of the lowest of all the seventeen national magazines and supplements used.

I feel that the results which your magazine has shown in this particular contest will be a most favorable addition to your list of magazine advertising and congratulations.

Whirlpool CORPORATION
ST. JOSEPH, MICHIGAN, U.S.A.
August 20, 1958

Mr. Robert M. Brown
Advertising Department
TV Guide Magazine
230 N. Michigan Avenue
Chicago 1, Illinois

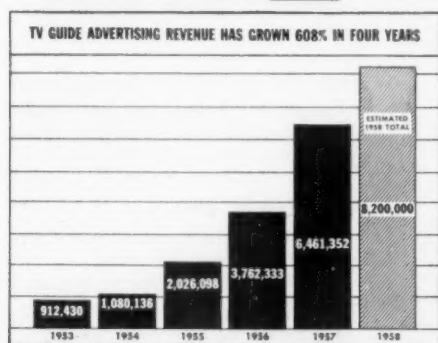
Dear Bob:

I think TV Guide rates a "Well Done" for the way your people handled our recent Gas Refrigerator Promotion.

Frankly, I was pleasantly surprised at the number of RCA WHIRLPOOL Distributors who tied-in, particularly on such short notice. Your ability to sell our distributors and dealers in 23 edition-areas on the advantages of this national-local concept is a strong endorsement of TV Guide's acceptance at the dealer level. This effective follow through by your regional sales staffs adds up to a really impressive job of magazine coordination.

You've convinced me.

Because advertising works in TV Guide, the magazine's advertising volume is sharply higher



Every TV Guide chart line goes up (except cost per thousand)

Whether your criterion is direct orders, readership, store traffic, trade excitement, or a combination of these—whether your product or service is an impulse item or a reasoned purchase—whether it is national or local—your advertisements in TV Guide magazine will bring results. Here is the greatest primary audience ever assembled by a weekly magazine... a prosperous audience concentrated in the metropolitan areas where sales potential is greatest... an audience you can reach at the page rate of just \$2 per thousand. No wonder TV Guide is experiencing an explosive upturn in advertising volume.

More than 6,500,000 circulation

A WEEKLY MAGAZINE... A DAILY HABIT



EXECUTIVE SHIFTS IN THE SALES WORLD

Charles Bruning Co., Inc. . . .

Jack Johnson appointed executive vice-president.

Chrysler Corp. . . .

Joseph B. Ogden appointed vice-president, sales, Airtemp Division. Lawrence E. Nelson named v-p, sales, Marine and Industrial Engine Division.

Glamur Products, Inc. . . .

Jerry Kearns named national sales director.

Gulf Oil Corp. . . .

R. A. Hunter elected administrative vice-president, marketing department, and chairman, Gulf Oil Corp. Marketing Council.

Hertz Corp. . . .

Edwin J. Carey elected senior v-p, named Northeast regional manager, Rent-A-Car Division.

Hoffman-La Roche Inc. . . .

John H. Kelly named sales promotion manager, Vitamin Division; R. Semmes Clarke named manager, sales control.

E. F. Houghton & Co. . . .

Frank Ross advanced to vice-president, sales; Charles R. Schmitt to assistant v-p, sales.

R. A. Jones and Co. . . .

Edwin Minneman appointed vice-president in charge of sales.

Lamson Mobilift Corp. . . .

Floyd M. Mayse named manager of sales.

McGraw-Edison Co. . . .

William G. Kronauge appointed sales vice-president, Coolerator Division.

Mercedes-Benz Sales, Inc. . . .

F. L. Armstrong named general sales manager, this wholly owned subsidiary of Studebaker-Packard Corp.

Minute Maid Corp. . . .

Howard G. Dick appointed vice-president, sales and marketing.

Morton Salt Co. . . .

G. W. Carrington appointed assistant vice-president for marketing.

Oxford Paper Co. . . .

Van B. Taliaferro appointed marketing administration manager; Chester N. Stupp named direct sales manager.

Sequoia Wire and Cable Co. . . .

L. Burt Avery named vice-president, general manager. E. J. Stephens appointed general sales manager.

Smith Brothers, Inc. . . .

Robert J. Moone elected vice-president in charge of sales.

Stanley Home Products, Inc. . . .

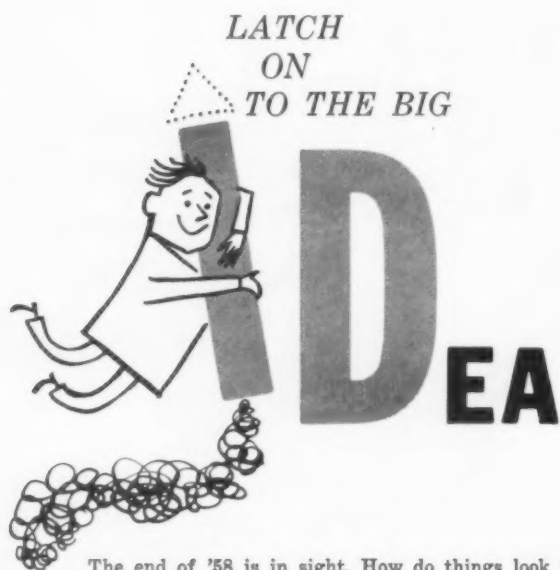
Joseph H. Stone assumes newly created position of marketing manager.

U. S. Industries, Inc. . . .

Robert S. Wright named president, USI International Division.

Vickers, Inc. . . .

Lester W. Buechler appointed general sales manager, Electric Products Division.



The end of '58 is in sight. How do things look from here? Could you use a running start on '59? Then put the big IDEa to work now.

Put the accent on "selling-power"

It's the one sure way to get more new business . . . more sales at less cost. Really put yourself across with your distributors.

Remember, your distributor handles other lines too. That's the heart of the problem — to make him willing to give your products more of his valuable time and enthusiasm.

Are you proud of your company — its traditions, its growth? Tell your distributors. Making technical advances? Opening new markets? Tell them. Flood them with facts . . . distributor advantages, sales policies, pricing structure, sales training.

Steam them up, keep 'em sizzling . . . *via their one and only magazine . . .*

Industrial Distribution

A McGraw-Hill Publication • 330 West 42nd Street • New York 36, New York



Here's
20%

MORE SELLING TIME

at only
\$259.50
per man!



NEW KEY-NOTER GRAY AUDIOGRAPH

Smallest, lightest, lowest-cost disc dictating instrument ever made!

Helps make the sale!

The Key-Noter takes the order and records instructions right at the customer's desk. A mighty smart way to impress the customer with your firm's efficiency.



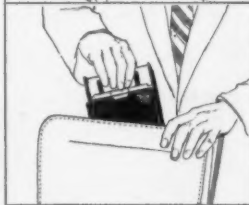
Helps keep the customer!

The Key-Noter helps give your customers instant service... records reports, service data on the spot, in trains, planes, cars—anywhere! Also doubles as transcriber.



Gives you prompt accurate reports!

You get sales reports—and in record time—when they're spoken into the Key-Noter. Unique one-key simplicity. Discs are economical, mailable, fileable, re-useable.



They finally made one for salesmen... the tiniest, travelling-est disc dictating machine in the world. There's an extra hour of selling time each day packed into the Key-Noter's pint-sized case! How so? Because it cuts non-productive paper-work in half. Records orders, memos, instructions on the spot. Eliminates forever the writing of time-consuming call-reports. The fully transistorized, easy-to-use Key-Noter records as you go, wherever you go, yet it's so rugged it takes the toughest daily desk use. (Eliminates scrambling for secretaries at peak hours when the men are in.) It's the salesman's machine, offering features not yet in machines twice the size and half again the price!

GET THE WHOLE STORY. MAIL THIS COUPON TODAY!

GRAY MANUFACTURING CO., HARTFORD 1, CONN.

5-3

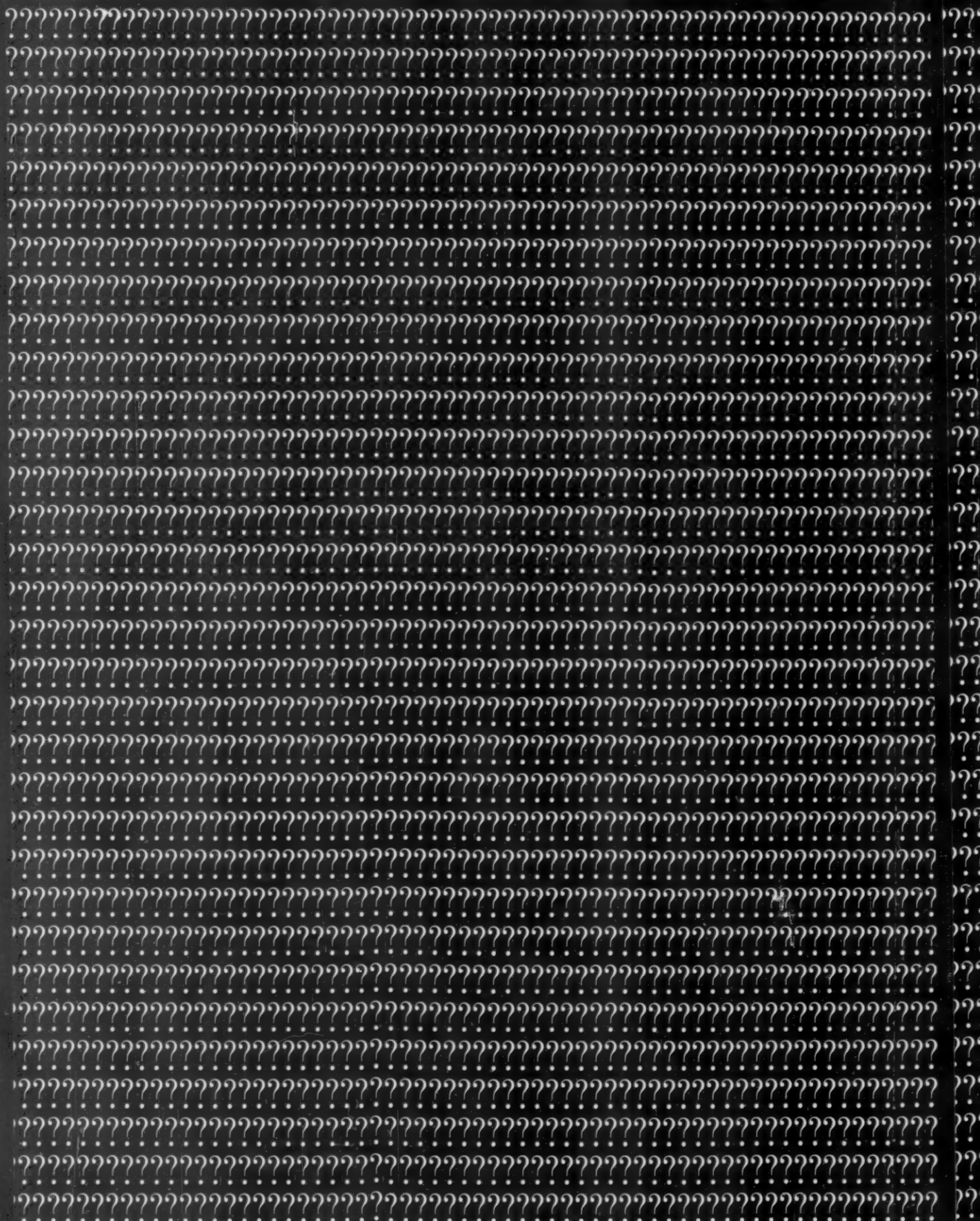
Yes! Send me free literature on the Gray Key-Noter for salesmen.

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____



Where is the market?

How big is it?

How many families?

What's the per-family income?

How much do they have to spend?

Where do they spend it? For what?

What are realistic sales quotas?

How should the advertising money be allocated?

What is the most efficient distribution setup?

Where are sales soft, and where are they booming?

What are the cities, metropolitan county areas, states and geographical regions with greatest sales potential?

Where are the most responsive test markets?

Where should the greatest sales and advertising pressure be applied?

What markets are showing patterns of change—in spendable income, rate of growth, sales performance?

Which counties lead—or lag—in economic behavior? Retail sales? Effective Buying Income? Urbanized population?

As great and complex as these questions are, Sales Management answers them in the May 10 Survey of Buying Power.

Over \$200 billion of industrial and consumer goods and services are distributed annually by companies using the two-million figures in the Survey of Buying Power.

Its universal acceptance by the marketing profession confers a truly sobering responsibility on the editors and research staff of Sales Management magazine. For if, in our projections and estimates, we were wrong to a significant degree, so many would be wrong with us.

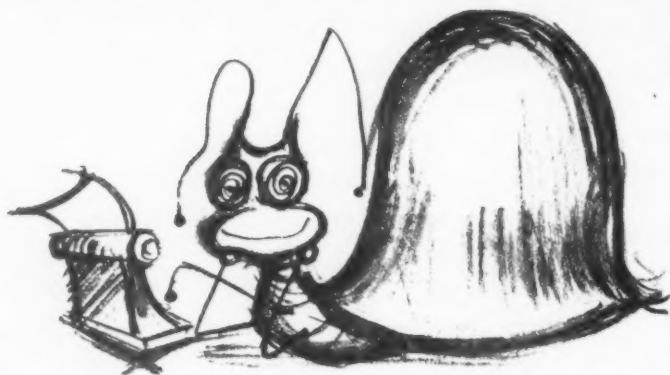
But for 30 years, the Survey of Buying Power has withstood the most rigid tests imposed by official census inquiries and, more importantly, the informed scrutiny of national advertisers and their agencies who accept the Survey of Buying Power as the single most authoritative plansbook for successful market planning.

Even now, pre-publication purchases orders (at \$5.00) are running extraordinarily heavy, which promises to extend the Survey's circulation—and impact—far beyond last year's record.

Sales Management
THE MAGAZINE OF MARKETING

630 THIRD AVENUE • NEW YORK 17, N. Y.

Your Everyday Letters Can Peg You as A:



Mossback

... you resist progress at all cost



Vocabulary Exhibitionist

... You write to impress ... not express



Argumentative Type

... you love to "split hairs"



Purist

... you are bound up in rules of grammar

Letters You'll Be Proud to Sign

You certainly wouldn't want your salesmen to deliver a tailored or "canned" sales talk that was filled with negative appeals. The author shows you how to encourage all your letter writers to write the same way most people talk.

By RICHARD H. MORRIS

*Correspondence Consultant**

*See "Letters That Get You in Dutch," SALES MANAGEMENT, October 17, 1958, page 56.



Scatterbrain

... You tackle the mail like a Kansas cyclone



Stuffed Shirt

... your letters are stuffy, pompous, demanding



Statistical Type

... your letters are factual, but hardly friendly

A senior vice-president of a large New York bank recently asked me to call on him and explain how our Correspondence Improvement Program operated. He was a tall, erect man with an aloof manner. Not once did he smile during our entire conversation. As I sat in my uncomfortable chair, the thought flashed through my mind, "I bet this man couldn't write a warm, human letter if his life depended on it." And sure enough, a week later I received a curt note from him asking me to call again to talk with some of his associates. His letter sounded more like an army command than a request one would make to a person who had something of interest to offer.

After reading thousands upon thousands of letters of every description, it is surprising what an accurate picture you can get of the people who write them, and what definite grooves they fit into. For example, I find many people come under these general types.

1. Mossbacks: They will resist progress at all costs. Their motto generally is, "We have been doing it this way for years . . . so why change." As a result, their letters are cluttered with outdated clichés that their predecessors used. They never admit mistakes, and keep on making the same old boners year after year.

2. Vocabulary Exhibitionists: They

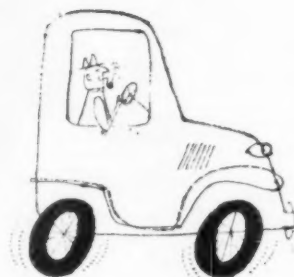
write to impress, rather than express, and thrive on using overly long words or unfamiliar technical, trade or legal phraseology. They don't realize this is why they have to write so many follow-up letters to explain what should have been said clearly and concisely in the first place.

3. Purists: These people are so bound up in "rules" they can seldom see the forest for the trees. They become so engrossed in turning out letters that are grammatically correct (or so they think) that they completely overlook the other requisites.

4. Stuffed Shirts: These people are generally so filled with their own im-



we're



HOME is read by 10,250,000 men and women with consuming interests in their homes.

portance that they seldom give anyone credit for knowing much about anything. Their letters are stuffy, pompous and demanding—filled with “I” “I” “I”—and they continually talk down to or lecture their readers.

5. Statistical type: These human comptometers are more interested in being factually correct than in turning out clear, friendly letters. If they can't shower their readers with figures and statistics, they dote on quoting company policies, terms and rules, thereby irritating them. They don't realize you can never sell anyone with dry, drab facts but must appeal to people's emotions to influence them favorably.

6. Blunderbusses: If there is a blunt, tactless way of handling a situation, you can invariably count on these persons to find it. They are proverbial “bulls in the china shop,” and are more to be pitied than blamed. However, their letters can raise havoc until they are taught to overcome this unfortunate trait.

7. Argumentative type: These people love to “split hairs,” particularly when they can catch someone in an error. If you offer them one thing,

they will want another. You can be sure that anything you write will be criticized or ridiculed, and that you can seldom satisfy them.

8. Scatterbrains: They tackle their daily mail like a Kansas cyclone. They start dictating *before* they have all the facts, and are obliged to refer to the files a dozen times before they finish. Their main alibi for writing poor, disorganized letters is that they are under too much pressure. The fact that their fellow employees turn out twice as much work as they do never fazes them. They were born “busy,” and usually count on other people's good nature to help them out of their difficulties.

Obviously, these character traits don't fully explain why so many people are incapable of turning out good letters. It took me 10 years to unearth probably the most important thing of all: *fear*. Some people who have not had a college education, and are competing with those that have, are aware that they may not be using correct English and may be criticized. Others tell me they get “mike fright” when dictating into a machine or to a secretary . . . or are afraid they may be violating some company policies or procedures. And some have con-

fessed they just do not have enough confidence in themselves to put their thoughts down on paper in a gracious, orderly manner.

But probably the most amazing discovery I made was that a number of correspondents unblushingly admitted they usually wrote for “the files.” When I asked them what they meant, they told me, “We always try to protect ourselves against any eventuality. Not necessarily to please our customers.”

Now what does all of this negativity mean, and how can it be overcome? In the first place, it is time for management to realize there is far more to letter writing than just putting down so many words on paper or imparting certain information. There is another element involved in *addition* to having a basic knowledge of good English with a broad vocabulary, and knowing your business. I refer to the *human* element. To be more specific, what does it take to write effectively?

First: You must actually like your fellow-man, and have a sincere desire to serve him in every possible way. If you feel you are doing others a real favor by even bothering to answer their letters, or look upon the handling

moving in with Curtis

... and it's a move in the right direction. The American Home has been doing nicely, thank you, since it set up shop in 1932. Of all its

26 years, the last was tops in circulation and one of its banner years in advertising revenue. Along the way, it has developed a responsive following of 10¼ million home-minded readers who look to it for ideas on food, building, gardening, home furnishings and home management.

But this is only the beginning. You can expect even bigger things of The American HOME now that it's a member of the Curtis family.

The American HOME Magazine Corp. is now a wholly owned subsidiary of the Curtis Publishing Company.



of your daily correspondence as a boring, routine chore, you should give up letter writing at once.

Second: You must learn to unbend and be your natural self. The trouble with many people is that they adopt a pose and a canned way of writing that is entirely different from the way they think, act or talk. Whenever you do anything the unnatural way, it of course becomes more difficult and you soon lose interest. Not only that, your letters will have an insincere ring, and you will lose your reader's interest and confidence.

Third: You must learn to be analytical, so you can handle every situation properly from a good public relations standpoint. This means being able to tell your readers exactly what they want to know, or what you want them to do, think or feel. It has been wisely said that a letter, to receive attention from the recipient, must receive attention from the writer. So don't expect to get results by dashing off incomplete or inappropriate letters or replies that have little or no thought behind them.

Fourth: Be courteous and tactful. One of the hardest things about letter

writing is that you do not have your personality and smile to help you put over your message. And people love to read meanings you never intended into letters. So choose your words carefully and always remember the other person's feelings. To bring this home to your staff, it might be a good idea to tack up this sign: "*A good diplomat makes others feel how important they are . . . not how unimportant; how much they know . . . not how little.*"

Fifth: Use common sense and good judgment. If you could see the asinine, ill-advised letters that pass over my desk each week, most of them not even making sense, you would wonder what is wrong with many people. At least when it comes to letter writing. They ask the impossible or impractical, and wind up insulting your intelligence. It stands to reason that you cannot always write the same type of letter to everyone. Yet, I have seen many written to laymen which only a Philadelphia lawyer or an Einstein could understand. If you can just get your correspondents to use the brains that the good Lord gave them, you'll be on your way to marked improvement in your daily correspondence.

Sixth: Develop your imagination and creative ability. Too many letter writers have memorized a flock of rubber-stamp expressions, which they take down off the mental hook whenever they are at a loss to know what to say. As a result, their messages are about as interesting as a dead mackerel. It is true this is not always the fault of the writers. Many bosses frown on any originality and think it undignified. But if they only realized that most of their letters are totally lacking in human appeal, they would encourage staff to be more creative.

At this point, you may be saying to yourself, it looks as though you have to be a saint or a genius to write good letters. Not at all. Actually you expect and demand certain requisites from the members of your sales staff. So why not give your correspondents, as well as your customers, a break and inaugurate a training program. If you will do this, you will not only improve your correspondence with both customers and prospects, but also increase the efficiency of your writers and develop some real executive material. And there couldn't be a better training for the men you are planning to some day send out to represent you in the field. ♦

Every (Successful) Executive Has a Gimmick



Adroitness in manipulating one's superiors as well as subordinates often is a characteristic of the executive who survives and prospers in the struggle in the executive suite. Sterling Quinlan vividly describes the winners and the losers in his new novel, "The Merger," published October 16 by Doubleday & Company, Inc. "Red" Quinlan is a vice-president of American Broadcasting Co. and lives in Highland Park, Ill. Here is how he describes a key play:

Harland Barclay Ferguson's back was turned as Powell [vice-president of Interstate Broadcasting] entered the oak-paneled office of the president of National Dynamics Corporation . . . Ferguson was on the phone, engaged in conversation. He did not notice Powell.

"It's all right," said Phillip, the male secretary, ushering him in. He added in a hushed voice, "He'll be off the phone in a moment. Take a seat."

Unable to close his ears to the conversation, Herb listened:

"Yes, I know such things are going on," Ferguson was saying. "I don't like it. As far as I'm concerned, Stuart Drake [president of Interstate Broadcasting] is trying to do a job. I tell you, Jim, this man Drake impresses me more the more I see him. I'd like to see his contract renewed at the next Board meeting. Maybe that will stop all this nonsense and speculation. How many years? I don't know. One . . . or two. This will give him the vote of confidence he needs. Harper? [executive vice-president of Interstate Broadcasting] Well, I don't mind telling you, Jim—since you're on the Board—that I'm somewhat disappointed in Merle. And you know how close I feel to Merle. He's really the spark plug of this merger. He put it together, sold it to the Board of Directors. I value his services as highly as any man I have. But I think Merle has gone a little off the deep end. He's playing politics when he should be welding a team. Instead of breaking up cliques, he seems to be creating new ones. Now Powell, whom we brought from Chicago, knows how to keep his head. Powell plays no favorites. All things considered, Jim, I think we should renew Drake's contract. Perhaps the Board doesn't agree, but that's how I feel. What? No, of course I don't mind if you repeat this to the others. They're entitled to know. I'd appreciate, however, you're not saying anything to Merle. I wouldn't want this construed as any criticism of him."

There was a long pause as Ferguson listened to the party on the other end. Then he broke in sharply and ended the conversation . . .

H.B.F. hung up, remained rapt in thought a moment, then turned slowly around. He appeared surprised at

seeing Powell.

"Herb!" he cried. "I didn't know you were here."

Herb was equally confused. "I'm sorry . . ." he said. "Your secretary told me to come in."

"He did? Well, he made a mistake. Obviously I would have preferred otherwise."

"I can understand."

"I'll have to talk to Phillip."

"You needn't worry that I'll repeat anything."

Ferguson smiled, his ebullient charm returning. "I'm sure you won't. In fact, if I had to pick someone to overhear my conversation, I couldn't have selected a better man." He chuckled and extended his hand. "How are you?"

As the date of the Board meeting neared, the affair continued to haunt Powell. Playing a hunch one afternoon several days later, he called Phillip, Ferguson's secretary, and used his gimmick.

Every successful executive has such a gimmick: a type of two-faced charm intended to disarm another when certain information is needed. Herb Powell was no exception. With him, it was a quality of childishness. His voice impishly coy, he lapsed into baby talk that sounded ludicrous coming from a man six feet four and two hundred and thirty pounds. Herb's gimmick never failed to amuse and beguile—and produce results.

"Hello," he began, "is this the man who keeps Mr. Ferguson on time?"

"Who is this?" came the reply.

"I'm the timekeeper. I'm calling to find out who keeps you on time."

Phillip recognized Powell's voice and laughed. "Who keeps you on time, Mr. Powell?"

"My better half. She was thrown out of college for being late."

They laughed together. Phillip said: "That's quite a voice you have. You should have been an actor."

"That's me—a frustrated actor," said Powell. "And now I'm a frustrated television manager. I don't know which is worse."

"Either one is better than being a frustrated secretary," confessed Phillip. "Did you want to speak to Mr. Ferguson? He's not back from lunch."

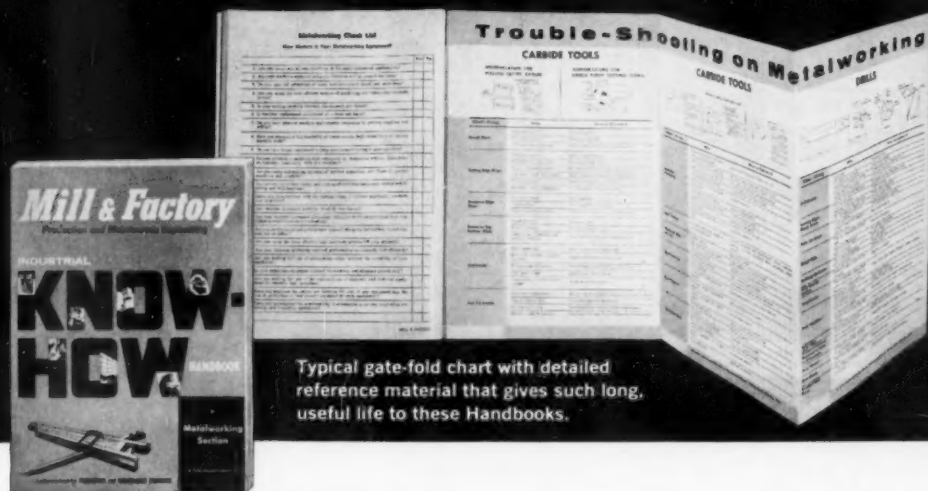
"No, I called on behalf of my secretary," Herb lied. "She thinks you're cute."

Phillip laughed, flattered. "Really?"

"She wants all the particulars. I'm calling to arrange a rendezvous."

Phillip giggled. "I'll send over my biography this after-

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Serving the men responsible for production and maintenance engineering throughout industry—the men, regardless of title, your sales force must see to sell.

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just the thing to give to your customers as a good-will gift — or to your salesmen, dealers or distributors at meetings, conventions and other important gatherings.

Available in Genuine Morocco, Genuine Cowhide and Genuine Pigskin. With your ad stamped in genuine gold, it is a useful, continuous reminder of YOU.

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ADVERTISING CORPORATION OF AMERICA
Manufacturers . . . Easthampton, Mass.

noon. It certainly can be arranged."

"Can it?"

"But tell her I'm no gentleman."

Powell laughed. "That's what I'm afraid of. I don't think she wants a gentleman!"

They were on terms of complete rapport by now. Herb grew serious:

"What I really called for, Phil, was to get some ideas from you on talent."

"Talent?"

"Yes. You know the New York market. You should know what will go and what won't. I want you to keep your eyes open for fresh personalities that I could use on the station."

Phillip was immensely flattered. He promised to give the matter fullest thought. And by way of proving his interest, he named a few possibilities.

Herb said he thought Phillip was on the right track, and he'd sincerely appreciate any ideas Phillip had.

"This is something new," Phillip said, "a vice-president calling a secretary for ideas."

"Why not?" questioned Herb.

"Well, it's never happened to me, and I appreciate it."

By way of concluding, Herb casually mentioned: "That was a fine meeting I had with Harland the other day."

"I'm glad," said Phillip.

He's a grand guy. Don't know how he stands the strain."

"I wish he'd slow down."

"I'm so sorry I barged in while he was on the phone," said Herb. "I know I interrupted him." He held his

breath waiting for the crucial answer. It was only a long shot, but worth taking.

"Oh, no, you didn't interrupt him," Phillip reassured. "Had you been interrupting, I wouldn't have let you in."

"Are you sure?"

"Positive. He told me to bring you in."

"He did?"

"Of course, I told him he had a call waiting from Mr. Conger. He thought for a second, then said, 'Send him in anyway. I'll take it while he's here.'"

Herb felt like kissing Phillip. The long shot had worked. That faint suspicion had proved accurate.

"No, you didn't interrupt anything," Phillip went on. "So don't feel that way."

"I won't, now that you've told me. That makes me feel better."

"So long, Mr. Powell."

"Just call me Herb."

"Okay, Herb."

"So long, Phil."

Powell looked at the phone in amazement, his mind working furiously: It was true! Machiavelli, move over! The new master was Harland Barclay Ferguson. Yet, he asked himself, was Ferguson's stratagem so double-dealing? Or was it merely a master stroke of psychology? —the only way Ferguson could pass out vital information he wanted Powell to know without labeling it: "Information You Must Know."

Herb's respect for the brilliant executive loomed even higher. He chuckled inwardly. This was a maneuver he'd have been proud to make. ♦



James L. Hobart, General Sales Mgr., Devoe Trade Sales Div., Louisville, Ky., says:

"Trade Mark Service in the Yellow Pages turns our national advertising into local selling!"

"We know Trade Mark Service puts our national advertising to work for our dealers. That's why the Yellow Pages emblem is included in our advertisements. It tells prospects to find their nearest authorized Devoe dealer in the Yellow Pages.

"And dealers agree that Trade Mark Service sends them business. Devoe dealers are listed under the Devoe trade-mark in over 300 Classified Directories in 42 states!"

No matter what you sell — consumer or industrial goods or services — Trade Mark Service is the vital link between prospects and distributors, dealers or sales outlets. So make the medium that tells people who *want* to buy *where* to buy a part of *your* advertising plan. Call your telephone business office *now* for full information on Trade Mark Service.



"Test fences" such as this one at New Albany, Ind. compare durability of all major brands of house paint — in rugged winter weather, as well as under scorching summer sun. They prove Devoe All-Weather House Paint outlasts every other brand tested — in any climate.

PROVED... the toughest house paint you can buy!

Devoe All-Weather House Paint
found tougher, longer lasting
than any other major brand

The undercoat of Devoe All-Weather House Paint provides controlled penetration. This keeps vital oils near the surface of the wood to supply a sound, smooth foundation for the finish coat.

The finish coat provides a tough, mildew-resistant paint film that's self-cleaning. Keeps its rugged finish, bright color, for years.

See your Devoe dealer soon. He'll be happy to recommend a reliable paint contractor who uses Devoe All-Weather House Paint.

Color can completely change the personality of your house! Send for this authoritative booklet for color selection.

Devoe & Reynolds Co., Inc., New York, N.Y., Louisville, Ky.
Branches in principal cities

DEVOE PAINT SALE OUT OF THIS WORLD!

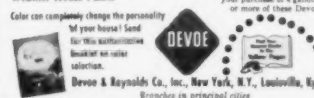
Save \$1.25 per gallon on All-Weather House Paint. The toughest house paint you can buy.

Save \$1.25 per gallon on True & Shiner Colors. High gloss enamel for wood or metal trim.

Save \$1.25 per gallon on Parli & Pledge Enamel. Covers wood, cement, linoleum, marble.

Save \$1.25 per gallon on Triple Cover House Paint. The full oil gloss house paint used by professional painters.

Save \$2.50 on 4" Wonder-Stroke Brush. As an extra bonus you get the professional brush — a \$1.50 value — for just \$2.50 with your purchase of 4 gallons or more of these Devoe



THE YELLOW PAGES emblem in Devoe Paint advertisements directs interested prospects to the Devoe trade-mark listings in the Yellow Pages.

DEVOE PAINT

Vinyl Wonder-Tones
87 Spar Varnish
Wonder-Pruf
Wonder-matic Colors
Vinyl Masonry Paint
Alkyd Flat Wall Enamels
Mildew and Fume Resistant
House Paints



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DEVOE & REYNOLDS CO INC
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2916 Arkansas TE 8-9914

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3545 N Bdw TE 8-6111

CHANEY BROS HDW
1650 N Mosley FO 3-0127

Knaak Paint & Wallpaper Co
1001 W Doug AM 2-0563

KURZ HENRY WALLPAPER &
PAINT 1628 E Doug FO 3-5289

Midland Park Supply
5770 Midland JA 4-4331

DEVOE'S TRADE-MARK advertising in the Yellow Pages directs local prospects to authorized Devoe dealers.

The Salesman's Enlarged Role Under the "Marketing Concept"

Your salesmen look to you to explain how they "fit in" to the organization when you convert to the "marketing concept" of sales. Here are ideas you can pass along to them on product, packaging, pricing, advertising, selling.

By the Editors of Grey Matter*

A bigger role for the salesman.

You've undoubtedly heard frequent references to the importance of "marketing" and the "marketing concept" in modern business.

But have you ever thought about the role you, the salesman, play in marketing?

Basically, the marketing concept means that all the steps from the development of a product until it gives satisfaction to the final user are not independent of one another but are links of one continuous chain.

In other words, the product, its production, packaging, pricing, distribution, advertising, merchandising, promotion and selling are all vital parts of a single organism.

You can readily see how significant a part of this marketing organism you are. But to make the picture clearer, let's take a closer look.

The product and you

Gone is the attitude: "You make it and I'll sell it." A thorough knowledge of what went into the planning of the product is the salesman's concern because he must present the product with complete knowledge and contagious enthusiasm.

More than that, since the salesman is his company's eyes and ears in the field, he can feed the home office with all kinds of information which he picks up about forthcoming competitive products, new products being tested, and retailers' and wholesalers' attitudes.

*This material, released first to SALES MANAGEMENT exclusively, will be distributed later in November by Grey Advertising Agency, Inc., New York City, as the National Advertisers' Edition of Grey Matter.

EDITOR'S NOTE: The above description of this important piece of sales training literature is addressed to you as a sales executive. It will be dropped from the reprint so you will have a reprint suitable to send to your salesmen without change. Send orders for reprints to Readers' Service Department, SALES MANAGEMENT, 630 Third Avenue, New York 17, N. Y. Price: 10c per reprint; \$9.00 per 100 reprints.

Your knowledge of packaging will count

Packaging is a mighty important phase of modern marketing, though of course, its importance varies with the product. In many industries the package is one of the most powerful selling forces as the result of self-service and self-selection because it's in constant competition for the customer's attention.

Isn't it essential, therefore, that you know all about the research and study that went into your company's packaging? Why were the shapes, sizes, layouts and colors of your package chosen? There are good reasons. When you know them you can talk about them intelligently and persuasively.

While we're on the subject of packaging, it's a good idea to talk to your customers' stockroom and warehouse people. You may get some whopping ideas about improving your packing to help speed your products out of the stockroom into the light of the store.

Pricing is a sales problem

Your price list has a definite relationship to your sales problems as you know so well. The most frequent complaint salesmen make is that "prices are too high. How about slicing them a bit?" If cutting prices

would be all that was necessary to keep the plant running there would be little need for salesmen. Your management knows this... and how! The marketing-minded salesman knows that value is the guiding principle in pricing. He has a clear idea of the factors that go into pricing: costs of material, labor, overhead, quality, service. Complete understanding of your company's pricing policies enables you to meet objections from price-conscious buyers and inroads by competitors.

When you know your price is right and you have at your fingertips all the facts you need, you'll find it much easier to overcome price resistance and sell the product rather than the price.

You are an expert in distribution

Your value as a salesman depends a good deal on how thoroughly you understand the problems of the retailers who sell your products and the wholesalers who distribute them (if you sell through wholesalers).

Some questions:

How alert are you to opportunities for new business through new outlets or new types of outlets which are springing up in your territory?

How carefully do you analyze the opportunities to be gotten from your present outlets?

How well do you understand your customers' problems so that you can demonstrate how your company's marketing plan and policies will produce profit for them?

How thoroughly do you keep up to date on personnel changes beyond the buyer's office so that you can acquaint other decision-makers with your company's policies and principles?



ARE YOU GETTING SHORT CHANGED ON YOUR SHIPPING DOLLAR?

Some airfreight and truck carriers today advertise so-called "bargain" rates which actually impose *higher* minimum weight charges and mean *less* service. Be sure you compare Railway Express rates *and service* before you ship with any other carrier.

Here are down-to-earth facts on Railway Express Service

WIDEST COVERAGE—Railway Express serves some 23,000 communities to give you mass distribution—with *one company responsibility*. You reach *every* major market in the U.S., and with Railway Express International Service, most every major market abroad. No more worries about delays and divided responsibility in transfers between two or more carriers.

SPECIAL LOW RATES—You get door-to-door delivery, at no additional cost within REA vehicle limits in U.S.A. And Railway Express offers special low commodity rates on ready-to-wear merchandise, graphic arts materials, hosiery, shoes, drugs, import-export traffic and many other categories. Call your nearest Railway Express Agent.



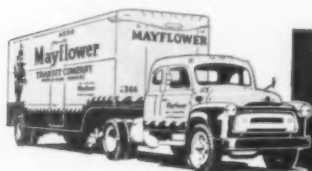
A Mayflower Move Is a Good Move!



Any man you move for your company is an *important* man in your organization. If he weren't, you wouldn't be transferring him. You'll find that your salesmen and sales executives have confidence in Mayflower when their move comes. Here, for instance, is a note we received from a recent customer whom we moved from Wallace, Idaho to Richmond, California:

"All the service was excellent. I would heartily recommend Mayflower, and I shall do it if the opportunity presents."

It's a mighty good move to call Mayflower for your personnel transfers . . . Just phone your nearby Mayflower agent for world-wide moving service.



AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS

How much do you really know about your customers' warehousing, traffic, handling, marking, and out-of-stock problems?

How much do you know about the local competitive problems of your customers?

The modern marketing-salesman knows that by becoming truly an expert in retailing and distribution he earns the respect and admiration of his customer — which means more sales.

The good salesman is a merchant

By being a merchant we mean that you can talk to the retail buyer and merchandiser in his own language. Particularly when it comes to profit, the subject nearest and dearest to the merchant's heart.

Profit depends on many factors: percent markup, sales velocity (how many times the average investment in merchandise turns over in a year), cost of shelf space, sales per square foot, investment in store and warehouse, and others.

The salesman who understands these principles can show the customer how his company's policies fit in with the customer's needs and contribute to his final net profit.

Every industry has its own standards of markup, discounts, profit-to-sales ratios, etc. The successful salesman-marketing man has this knowledge at his fingertips.

You're advertising manager in your territory

Your value as a salesman will be increased by your understanding of the place of advertising in our system of society: It is unequalled as a stimulator of sales; it is the underlying cause of our high standard of living; by stimulating demand it fosters mass production thus bringing down the prices of products; it insures quality because only quality products can survive.

Learning to understand and truly appreciate the purpose and power of your company's advertising is vital to your success. Advertising works for you in between calls. It helps unearth new prospects. It opens doors. It's a guarantee to your customer that your company believes in its product. It's a powerful selling tool.

Study your company's advertising (the contents of every ad) until you practically know it by heart. Learn the thinking behind it . . . the reasons for the message, the illustrations, the media, the timing.

Be prepared to demonstrate how your company's advertising aims to create local impact on the store's cus-

tomers, how the retailer can profit by supplementing it with his own advertising, and backing it with merchandise, display and promotion.

Send in tear sheets of retailers' ads, pictures of displays, bulletins, and other evidence that your customers are cooperating.

These are a few of your responsibilities as your company's local advertising manager. A little thought will provide many more.

You are in charge of promotion

The marketing pay-off is in the retail store. The expert advice and help on promotion which you can give the retailer will count heavily in your success as a salesman, because promotion means sales.

There are so many things you can do that we can list only a few.

You can be the force that prevents costly promotional material from landing in the trash pile because you can demonstrate how your promotion helps contribute to your customer's sales and profit.

You can be a tremendous asset to your company in communicating to your home office clearly the kind of promotional material most welcomed and used by your customers.

You can store up a vast reservoir of selling and promotional ideas to pass on to your customers. As an idea-man your sales value will be multiplied many times.

You can help your customers in setting up promotions, adapting your promotions to their stores, suggesting tie-ins with related products, coordinating the store's advertising with your company's advertising, and injecting enthusiasm into the store's personnel.

Selling . . . the vital link in marketing

Your company's marketing success in your territory hangs on your ability to SELL. Filling your quota is a minimum your factory needs for survival. Failing to meet your quota can foul up the whole carefully laid plan. Exceeding your quota injects fire, life and vigor into the marketing organism.

Your horizon is unlimited.

Never before have so many sales and marketing men risen to the top of American business. The proportion will be even greater in the future.

For business knows that no matter how efficient is a company's production, how excellent its product, its profits come from sales.

You are a salesman. But you're a better salesman when you become a proficient marketing man. ♦



**Your
customer
owns it now**

***When you ship, title passes,
and your credit risk begins***

Sales problems that stem from this situation may be avoided with accounts receivable protected by American Credit Insurance . . . for credit insurance aids sales in many ways.

It can facilitate approval of a larger line of credit than might otherwise be justified, because without credit insurance there could be too high a concentration of risk in one customer or one industry.

Also, there are cases where a company, having experienced a substantial credit loss, will go through a period of over-caution, which tends to restrict sales activity. Credit insurance, by relieving management anxiety, eliminates this type of sales encumbrance.

Again, by providing a practical guide to credit limits—helping to determine desirable customers—credit insurance promotes harmony between sales and credit departments.

Credit insurance promotes financial stability and sales progress. Our booklet on this subject should interest you. Write AMERICAN CREDIT INDEMNITY COMPANY of New York, Dept. 59, 300 St. Paul Place, Baltimore 2, Maryland.

***Protect your capital and profit
invested in accounts receivable
with***
**American
Credit Insurance**

ANY ACCOUNT . . . NO MATTER HOW GOOD . . . IS BETTER WITH ACI

Sales Management

SALES LEADERSHIP PANEL

Trend of Expense Account Spending

Sales Management's Sales Leadership Panelists were asked recently to check one of three statements which best describes their situation.

So far this year your expense account spending has been:	% of Respondents
About the same as last year	58%
Less than last year	22%
More than last year	20%
	<hr/> 100%

Insiders' View of Expense Accounts

Expense accounts are a touchy subject.

But SALES MANAGEMENT's Sales Leadership Panelists talked freely recently about their expense account spending when we promised not to associate their views with their names or the names of their firms.

The recession caused most companies to take a close look at all spending practices. It is obvious, though, from the figures in the table above that sales executives did not make any wholesale cutbacks in spending. They exercised prudence in maintaining spending, or increasing it. It will come as a surprise to some that only 22% cut down.

"Our entertainment is usually well planned and is usually 'in appreciation' rather than 'in anticipation,'" reveals the vice-president in charge of sales of a steel supply company. He reports his expense account spending so far this year is on a par with last, when steel sales were substantially better than this year.

The president of a rug manufacturing firm also reports his spending this year is similar to that of last year. Says he, "We are working harder to get business than ever before. Consequently, we have strengthened our selling effort, incidentally, with good comparative results."

The sales manager for a clock manufacturer reports he is spending

about 10% less this year than last year. His explanation: "Salesmen are planning itineraries more carefully."

Spending figures for one man alone can deceive the unwary. For example, the general sales manager of a valve manufacturing concern says he personally is spending less this year in expenses than in 1957. "It's primarily because I'm doing less traveling than last year. Our total expense bill, though, has gone up since some of my associates are helping me be a better quarterback by going out and doing more of the leg work for me."

Although only 20% of the Panelists responding to this inquiry report their spending up, they obviously felt impelled to explain why it is up. Many more respondents took the trouble to handwrite their explanations for an increase than explained why spending is the same, or less.

"Prices are higher," points out a Chicago Panelist. "We see more people to try to get more business as well as keep what we have."

A Canadian Panelist offers a sound reason: "We have extended the geographical area of our market."

A Panelist formerly based in Newark, N. J., sent his questionnaire from Mexico City. He is spending more because he is "expanding sales operations to Latin America."

"I find," reveals an automotive component maker in St. Louis, "as

volume increases, we must become more closely aligned with our larger distributors on a personal basis.

No one questions the need or the right of sales executives to become involved in expense account spending. It is accepted by the Internal Revenue Service and by company management that spending is necessary to secure and retain business. Nevertheless, Uncle Sam is always hovering in the background.

"Would you spend as much as you do now if Uncle Sam did not allow expense accounts?" we asked Panelists. "Yes," said 67%. But "no," replied 33%.

Next, we asked Panelists, "If your competitors didn't entertain, would you yourself entertain as much as you do?" Their answers: "Yes," 70%. "No," 30%.

The good old rule of thumb is the handiest guide for the sales executive in checking up on expense account practices of his subordinates.

Ten percent of the Panelists set a fixed weekly limit for expense spending. The limit ranges from \$10 in one company to \$100 weekly. One firm says its range is \$250 to \$450 per month. Another places it at \$800 to \$1,000 monthly.

Eighty-seven percent report they operate by rule of thumb.

One percent "don't allow any ex-



PHOTOGRAPH COURTESY OF GALE PRODUCTS,*
MAKERS OF GALE-BUCCANEER OUTBOARD MOTORS.

First sale: 5 a.m.

Up and out at dawn. They pushed away from the dock while scattered wisps of fog still lifted from the water. Rays from the rising sun made shifting reflections. The surface was calm and placid. A dragon fly hovered—and darted away. There was an occasional splash, then wide extending circles.

John P. Warren breathed deeply. The air itself was exhilarating. And all was so very perfect. It had been that way each day since he and Mrs. Warren arrived.

"Did you notice," said Mr. Warren to his wife, "That they saved the same motor for us again this morning?" That old captain's cap Mr. Warren wore, was strictly vacation attire; but at the resort where he was staying, they knew his reputation as a captain of industry. His preferences got attention. Pleasing guests is the business of vacation resorts.

"I thought our old motor at home was all right," said Mr. Warren. "But when I get back I'm buying a new one like this. Ours is really old style, I can see now."

**GALE SELLS INFLUENTIAL RESORTS WITH A SERIES OF PAGE ADS IN RESORT MANAGEMENT.*

NOVEMBER 7, 1958

Luxury resorts are the best demonstration points in the world. The customers of luxury resorts are able-to-buy people who set the pace back home. When they see what they want, they get it. What better place could you find to have your product on display—than in use at a high class resort.

Yes, resorts mean a lot from a prestige standpoint. They represent a sizeable volume of business, too.

If you make a product used by both the institutional trade and consumers, this is something to think about. When you attain acceptance at luxury resorts, you have gained a vantage point for sales to consumers. It ignites a chain reaction that will make bright reflection on your sales records.

Luxury resorts are widely scattered in relatively remote locations. But they all read their own magazine—Resort Management. Only Resort Management serves this field exclusively.

Resort Management is a class book for a class market. Why not look into it. Write for more information and a free sample copy. The address is Resort Management, 1509 Madison Avenue, Memphis 4, Tennessee.

pense account spending" by subordinates.

Panelists have more than one method of entertainment. But 82% checked "luncheons" as one form. Dining and nightclubbing were listed by 63%. It is often said that it would be difficult to locate a luncheon or dinner guest in any of New York's or Chicago's famous "expense account" restaurants who pays the check out of his own pocket.

Theater as a place to entertain is, surprisingly, popular with Panelists. A hefty 33% say they take customers and prospects there. This must mean

that many Panelists get to New York City or to Chicago fairly frequently.

Sedentary, indoor forms of entertainment are not sufficient for sports enthusiasts. Thirty-nine percent play golf, a rather low figure in view of golf's reputed popularity as a businessman's game. Many firms take a season box at major and minor league ball parks. So 30% of the Panelists list baseball as a form of entertainment. Football is a close second with 29%. Fishing pulls 16%, hunting 9%, and boxing only 3%.

Which forms of entertainment do sales executive Panelists like best for

themselves? Twenty-seven percent play golf, and 27% say luncheons are okay. Evidently, they don't mind nightclubbing because 17% check it. But only 6% are enthusiastic about hunting, fishing, baseball or football. Theater may excite customers and prospects but only 4% of the Panelists would go by themselves as a favorite form of entertainment.

It is steak ("What else?" demands one Panelist) hands down when sales executives go to lunch. Where one Panelist gamely admitted he prefers breast of guinea hen and wild rice, 90 Panelists came out flatly for steak; 10 more said filet mignon, and 23 prefer roast beef. The easiest-to-please Panelist has a taste that "varies from a hamburger to truffles."

SALES MANAGEMENT's Sales Leadership Panelists eat in a wide variety of restaurants. Their tastes vary from Burton Browne's Gaslight Clubs (you must have your own key, sign only for all your drinks, and get your meal for 5¢) in Chicago, New York City, and Washington, D. C., to the Pump Room in Chicago, Trader Vic's in San Francisco, Jamaica Inn in Miami, and the Mayflower in Rockford, Ill. Only Schulers in Marshall, Mich., received as many as six votes.

About Entertaining the Military

A member of SALES MANAGEMENT's Sales Leadership Panel, who is head of sales for a large firm with big military orders, asked us:

"Is it necessary for us to entertain military officials?"

His own answer, given immediately: "Damn right, it is!"

So SALES MANAGEMENT posed this situation to its 1,200 Panelists:

"If you have military contracts, or contracts with Government agencies, do you entertain (including lunches as well as more elaborate forms) Government officials?"

Panelists' answers (most checked more than one situation):

23% report they never entertain.

37% say they entertain officials occasionally.

37% declare they entertain Government officials as often as they would customers and prospects in private industry.

57% report that Government officials accept invitations for entertainment about as often as private buyers.

6% say Government officials never accept Panelists' invitations.

37% report that Government buyers turn down private invitations as often as private buyers. ♦

ROCK ISLAND, MOLINE, EAST MOLINE, ILL. AND DAVENPORT, IOWA

QUAD-CITIES MARKET DIGEST

a quick summary of market data for sales managers

QUAD-CITIES Ranks High As A TEST MARKET

1. ISOLATED MARKET—151 air miles from Chicago—130 miles from Des Moines—187 from St. Louis—272 from Minneapolis. No overlapping with any other major trading area.

2. BALANCED ECONOMY—Over 300 manufacturers in diversified industry, plus high income farm trade area. A self contained, self-sufficient economy with compact boundaries.

3. TYPICAL POPULATION—A metropolitan population of 267,100 that is diversified, well-balanced and representative, 93% native-born white—5% foreign born white—median age 31.8 years.

4. DEPENDABLE BUYING POWER—Effective Buying Income \$6,189 per household, with 47% of the households in the \$4,000 to \$7,000 middle income group.

5. EXCELLENT MARKETING FACILITIES—Quad-Cities is the wholesale and retail center of Western Illinois and Eastern Iowa. Large retailers and wholesalers in grocery, drug and appliance field who aggressively promote locally advertised products. Excellent transportation facilities—water, rail, highway and air.

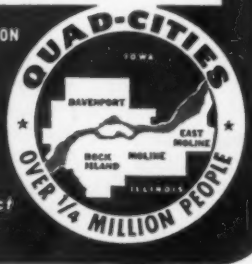
6. COOPERATIVE ADVERTISING MEDIUM—that covers the market thoroughly at a reasonable cost, and will cooperate enthusiastically in a test. ROP color daily. Split run copy accepted. Member of the Burgoyne Grocery and Drug Index, Inc., test-city group.

7. GOOD TEST RECORD—companies who have recently tested in the Quad-Cities include Lever Bros.; Economics Laboratory, Inc.; Chesebrough-Ponds, Inc.; The Dow Chemical Co.; The National Brands, Division of Sterling Drug, Inc.; Harold F. Ritchie, Inc.; and others.

THE QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION

THE MOLINE DISPATCH
THE ROCK ISLAND ARGUS

For complete market and coverage data contact
Mr. Harold Swanson at The Argus or Dispatch



NOW—Reader's Digest offers 2 colors at the same cost as black & white

One of 7 ways your advertising dollars can work harder in 1959: Reader's Digest gives you any second color you want at no extra charge.

Some advertisements require only black & white to achieve strong impact. Others gain added impact with a second color. Advertisers who wish a second color—any second color—can have it in the Digest, at no extra cost. Since other leading magazines charge up to 26% additional for a second color, this is a tremendous advantage for Digest advertisers. Now a 2-color page, at 1959 rates, will cost the same as black & white—\$34,250. That's only \$2.91 per thousand circulation. Two-color spreads will cost \$60,000—same as black & white. And these 1959 values are being made available this year.

We'll pay you 10¢ to try it

"THE BEST THING THAT'S HAPPENED TO TEA SINCE ICE CUBES!" SAYS MARY MARGARET McBRIDE

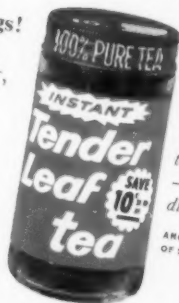


"These shining crystals of all pure tea..."



"...make perfect iced tea instantly!"

"No more brewing or drippy tea bags! I just dissolve a spoonful of Instant Tender Leaf in a little boiling water, stir—then fill the glass with ice and tap water. I get all the flavor with none of the fuss. At just about half the cost of tea bags!" Take a tip from radio's famous first lady—get Instant Tender Leaf Brand—now while there's 10¢ off at your grocer's.



The only Instant that's all pure tea —no fillers to dilute the flavor
ANOTHER FINE PRODUCT OF STANDARD BRANDS INC.

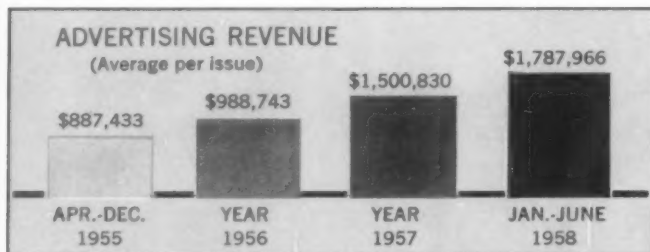
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In planning your 1959 advertising schedule consider these 7 new advantages in Reader's Digest

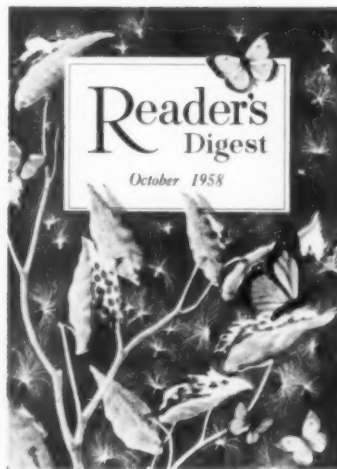
On top of its record-breaking circulation and advertising gains,
Reader's Digest now brings seven new basic benefits to advertisers:

- ★ 4-color advertising for only 13.1% more than black & white
- ★ Half pages in U.S. Edition for the first time
- ★ 2-color advertising at the same cost as black & white
- ★ All advertising placed adjacent to editorial matter
- ★ Bleed-page advertising—40% more space—at no extra cost
- ★ New 11,750,000 circulation rate base
- ★ Lower cost-per-thousand for 4 colors than any other major magazine offers for black & white

35 million readers each month! Three factors make advertising more effective in the Digest. It has not only the largest magazine audience in the world, but the best coverage of the top-income groups. And it has a built-in believability unmatched by any other magazine and unapproached by any other medium. Put Reader's Digest to work for you—all through 1959. Call MUrray Hill 4-7000.



So far in 1958, advertisers have invested 19% more in Reader's Digest than in the same period last year—proof of their successful use of the magazine.



People have faith in

Reader's Digest

Largest magazine circulation in the U.S.—Over 11,750,000 copies bought monthly

Give a Salesman's Family a Break!

Don't ask your field managers to make exorbitant demands on the time of your salesmen. The strongest ties a man has are with his family. A company should respect rather than deprecate such values. How do you draw the line?

By JOHN L. SHIRLEY

Every man's first obligation is to his family, and any firm that thinks otherwise is without character or moral decency. Heaven help the company whose excessive demands on an employee's time interrupt the normal conduct and sequence of family life. The strongest ties a man has are with his family. A company should respect rather than deprecate such values. It is just this simple: Should a man's work consume too much of his time, there will not be enough left in which to take care of his obligations at home. Once this happens,

business and home life suffer immensely with both falling below satisfactory standards.

All that is necessary to make the average salesman's wife unhappy with his company and job is for some unjustified family-time-consuming activities to be planned by the company for her husband. Sales meetings on weekends, voluminous reports, special calls on Saturdays and evenings, study, reading, and the writing of papers are all among the things that provoke the wives of salesmen and field managers alike. Usually the wives of men

engaged in various sales activities are extremely tolerant. Actually, they almost have to be, particularly in the case of field managers who are obliged to travel so extensively. Thus management in its wisdom must make certain that a field manager has the time to handle all categories of his responsibilities beginning with those to his family.

For his family, a field manager must provide leadership, financial support, affection, and plans for the future. This means that he has to assume his rightful position as head of the



Shirley: "Environment Is All"

When John L. Shirley tells you that the environment in which people work is "all," he isn't being Pennsylvania-Dutch. He's expounding his most cherished belief. It was while he was sales manager of a large pharmaceutical firm that he discovered a constant problem in any company is the attitude of the people who work there. And that the problem can be solved by good working atmosphere.

He began to dig deeper, became an authority on human relations in business. Three years ago, after having lectured from coast to coast on his pet

subject, he founded the Communications Institute of America. Its purpose: to create better human relations in business and industry. The company attracts inquiries and clients from all over the world.

John Shirley has had bedrock experience in working with people. Once—when he was in the food and drug business—he increased his company's sales force from 150 to 455 men in two years, jumped the annual sales volume \$5 million in just 12 months. His latest book: "Organization in the Management Function."

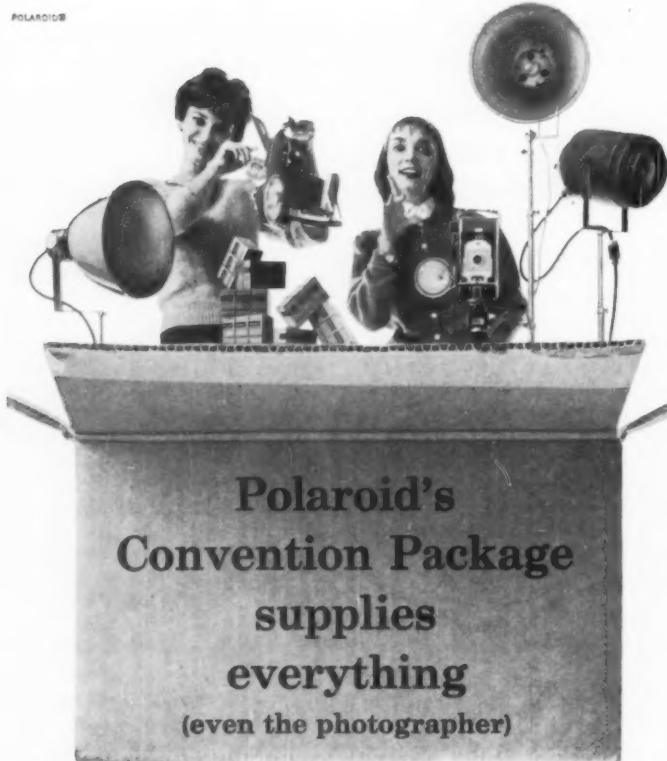
nouse, and in such capacity make most of the really important decisions, control the expenditure of funds, set a pattern of closeness and unity, and plot the family's course for the years ahead. These are exactly the same functions that a field manager must perform in his work.

It takes a man with more than average ability to be a successful leader in his home and the same holds true for his role as a field manager because the activities are almost identical. How many outstanding men do you know who have done second-rate jobs as leaders at home? It is diffi-

cult to think of even one, isn't it? This is not one of those circumstances, however, that can be attributed to chance or coincidence. On the contrary, it is a very well accepted fact among the nation's leading psychologists and personnel specialists that a man who fails to provide leadership for the family will almost certainly fail to provide adequate leadership for salesmen in his area of supervision. It is a "crying shame" this point isn't investigated to the hilt before promotions are made.

Make no mistake, leadership requires a strong personality, one that

men and women both respect. Neither men nor women can or will respect the person in a leader's capacity whom they recognize to have a weaker personality than their own. We are not referring to someone who talks loud or is big physically as one having a strong personality. Reference here is made to a man who has the power of his convictions, is fully confident of his own ability, is always guided by positive and well organized thinking, and can be depended upon as a pillar of strength in time of crisis. He doesn't have to be a "fireball"; but a leader of men is aggressive in thought and conduct, is rarely satisfied with the present, and always has an eye on the future.



TAKING 60-second pictures of visitors has always been a terrific traffic-builder for convention exhibitors. In response to many requests, Polaroid Corporation has set up a complete convention service to take all the details off your hands.

Polaroid's new Convention Package provides everything: cameras, film, lights, picture mounts—and trained photographers.

Users of this moderately priced package have found that it more than pays for itself. Mail coupon for full details.

Polaroid Convention Service, Dept. SM11, Cambridge 39, Mass.

Please send information and prices on your new Convention Service.

Name _____
 Company _____
 Address _____
 City _____ State _____

Thinks for Tomorrow

The difference between a salesman and a manager was once described in this fashion: A salesman thinks in terms of today, while a manager knows that today is gone and tomorrow is on its way and he plans accordingly. It really might be called the difference between seeing the big picture and the little picture. Usually a man seeing only the latter will have a tendency to place emphasis on petty, often selfish things, while a man viewing the bigger concept realizes that the small, petty, selfish interests are of momentary value and have no real significance in the over-all scheme of things.

Yes, a field manager's obligation to his family is very real and there is a definite correlation between his success in his role as head of the house and the mark that he will make for himself in a supervisor's job for some company. Realizing this, management should go beyond normal bounds of encouragement and emphasize with great consistency a field manager's obligation to his family. In many instances, it may be possible to get a man to do a better job in the field and actually become a better manager by making him more conscious of the thorough job expected of him at home.

As a matter of fact, in outlining the field manager's responsibilities, it would pay to talk frankly on the subject of the responsibility to family. Prior to this practical step, it will first be necessary, of course, for top management to renew its awareness and understanding of the fact that field managers do have certain obligations outside of those to the company. Once management concedes this point, the field managers will be more conscientious about, and willing to observe more carefully, their obligations to the company. ♦

"This is the size we use for the Growing Greensboro Market!"



Business is better than ever in the South — particularly in the growing Greensboro market. We need only black ink because the sales outlook is so rosy. Greensboro is 1st in the Carolinas in per family sales, outranking Charlotte and Raleigh; 3rd in the South, outranking Atlanta, Jacksonville and Ft. Lauderdale; 6th in the Nation, outranking Detroit, Cleveland and Dallas. You can't miss when you tell your story in the Greensboro News and Record. Over 100,000 circulation daily; over 400,000 readers daily.

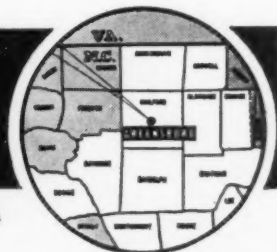
Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

Write today for your free 1958 Major Markets Analysis Brochure of all 280 Major Markets.

Sales Management Figures

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



*live out of it...
work out of it...*

Snapak
by **SCHELL**



SCHELL

Leather Goods Co., Inc.
Cincinnati 25, Ohio



It's the bag with the split personality for your overnight business trips. One side of the Snapak has three roomy pockets for your correspondence and records. The other side is a hidden compartment, big enough to hold an extra shirt, a tie or two and your toilet articles. A full center flap hides the compartment when you open your Snapak during a business call. Also available with pockets on both sides and no flap.

Made of handsome top grain cowhide in several colors and styles. 12" high, 17" or 18" long, 4", 5" or 6" wide. Solid leather handles, safety lock, reinforced corners. At your favorite luggage or department store. Custom-built bags for your entire organization also available on request. Write for quotations.

AN
AD
CAN
BE
SO
STRONG
IT'S
WEAK

You look over the new ad the boys bring in for OK.

It's a strong ad.

It has *force*.

Boy, that's telling 'em!

You start to put your OK on the ad. You even grin as you think what old Snods, your biggest competitor, will say when he sees this ad...

...“whoa”, you say, and you pull back.

Are we advertising to Snods, or to our prospects?

How will this “strong” ad strike the men who have the job of selecting the best product in the field for their particular purposes? Will they, in their search for facts, dismiss this as mere brag?

What do you want *them* to say when they've read your ad:

“It just can't be that good!”

or “That sounds worth looking into—I'll bet it's even better than they say.”

The only ad that is really strong is the ad that is believed by the people who count—your good potential customers.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y.



Tools for Selling

Salesman's Mobile Brief Case

Ten tons of sales power drop in on Minneapolis, today (Nov. 7) for a stay of 12 days.

It's pretty hefty for a salesman's sample kit. But that's what it is. Called the Voltage Van, this modern version of the peddler's pack is General Electric Co.'s traveling display of step voltage regulators, used by power companies to keep their distribution line voltage at the proper level for efficient operation of consumers' electric appliances.

The Voltage Van is a custom-built vehicle with a fully equipped classroom-theater seating 15 persons. It is heated and air conditioned and has a film and slide projector and a sound system.

It also contains two operating regulators, each weighing more than 1,000 pounds. One is connected to a model electric power distribution system on which changing electrical "loads" can be simulated. When many housewives turn on their electric stoves, the demand for power rises and the voltage drops. The regulator automatically reads this voltage change and throws a switch inside its transformer to raise the output voltage. The reverse happens when demand for power drops, as at night when appliances and household lights are turned off in great numbers.

Meters at different points on the model system show the corrective action of the regulator to the audience in the van.

The other regulator is a core-and-

coil assembly which shows the interior features of G-E's ML-32 line of step voltage regulators.

"We look upon the Voltage Van as a long term investment in customer service as well as product promotion," says Robert Bry, marketing manager for the Voltage Regulator Product Section.

"Voltage regulation is a highly technical electric utility problem. There are many ways to tackle it, many ways to calculate the costs of keeping electric power at the user's meter right at the 110 to 120-volt level. We think step regulators on the feeder lines are economical and practical. With the Voltage Van we are trying to build the market for regulation itself, as well as the market for our regulators."

Bry says the Van has five significant facets. He explains:

"1: It has great educational value. Our sales people give what amounts to an intensive post graduate course in voltage regulation and system design. The short course, complete with charts, slides and blackboard discussions, sometimes takes all afternoon. Four or five hours is not unusual. And our customers' people have invariably told us it was time well spent.

"2: The Van is a dramatic selling tool for use in a highly competitive market. We were fortunate to have outstanding designers right in Pittsfield (Mass.) to do the engineering

for the simulated distribution system. We think this display is unique and impressive.

"3: The Van attracts attention of our own sales people, who have many other G-E apparatus products to sell besides regulators. By operating the Van, our sales people are able to keep abreast of recent regulator developments. Also, while the Voltage Van is in their territory, they just naturally devote more time and effort to regulators.

"4: It is a highly adaptable selling tool. A large electric company has different voltage problems from a small rural cooperative or a municipal utility. The kind of people in the audience will vary. If you're talking to linemen primarily, you emphasize practical stuff, how to operate and adjust the regulator. If you're talking to superintendents, system designers, or purchasing agents, you tailor the approach to their job interests.

"5: We expect the vehicle and display to last for many years, long enough, we hope, to cover the entire country."

Cost of operating the Voltage Van is borne by the G-E Apparatus Sales District which agrees to take it for a specified period. The Voltage Regulator Product Section in Pittsfield supplies the vehicle, insurance, and pays for major overhauls.

Because the district organization is paying running expenses, there is a



MODERN VERSION of peddler's pack is the Voltage Van, a traveling exhibit of voltage regulators which General Electric Co. is showing to power companies throughout the midwest (currently: Minneapolis). With the Voltage Van, G-E salesmen can take a full-size regulator to a utility company and demonstrate it.

SAVE UP TO 40% On Your Desk Calendar Advertising

**COSTS AS LITTLE
AS \$1.16 each!
COMPARE**

this calendar—price for price and feature by feature—with any other calendar you are now using or have seen for sales promotion purposes.

With the BDA-46, you can reach more buyers, at lower cost, than previously possible. Not sold at Retail.

A desk calendar works all year long at one low price where buying decisions are made... your customer's desk.

Delivery can be made in 10 working days! Call collect—LOWell 3-7201 Sidney, N. Y.

Send For Free Kit of Effective Desk Advertising Programs

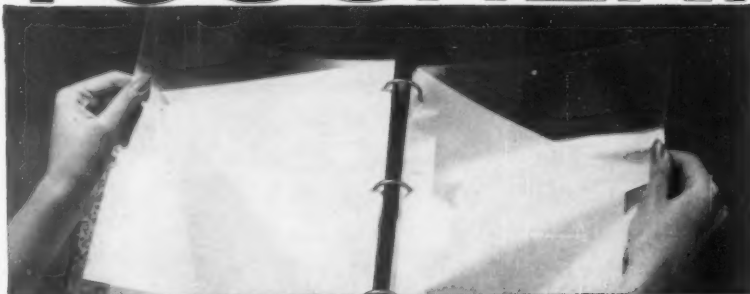


KEITH CLARK, INC.

ADVERTISING SPECIALTY DIVISION 5 UNION STREET SIDNEY, N. Y.



TOUGHER!



New Sheet Protectors of Du Pont Mylar®

Tougher... thinner, too! There's no "pull-out" problem at ring holes when you use sheet protectors made of extra-tough Du Pont "Mylar"® polyester film. Thinness of "Mylar" means up to 35% more sheets in a binder... less bulk and weight for salesmen to carry.

Cut replacement costs with the dozens of new stationery items now being made of "Mylar". Specify "Mylar" when ordering stationery items from your supplier. For demonstration sheet, write: The Du Pont Co., Room VI, Film Department, Wilmington 98, Delaware.

Du Pont manufactures the base material "Mylar" —not finished sheet protectors. "Mylar" is Du Pont's registered trademark for its polyester film.



Better Things for Better Living... through Chemistry



strong incentive to use the Van every possible working hour. So far, its record of usage has been high. About 90% of the work week, the Van is making calls or traveling between calls. And a considerable portion of the non-working week, nights and weekends, is also spent in traveling between customers.

On its shakedown tour of Texas, Louisiana, and Oklahoma, the Van was well received at all stops. One G-E sales engineer reported:

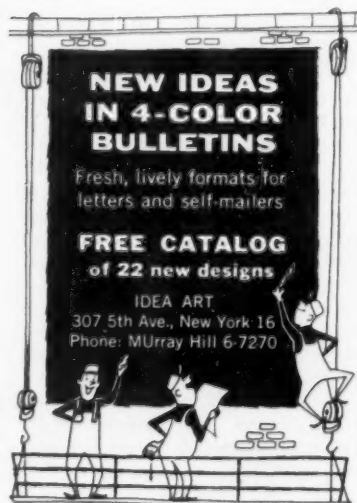
"At several locations we were told it was the 'finest display and presentation that has ever come our way.' They meant this in comparison to all electrical product displays, not just regulators and not only G-E."

That was after he had taken the Van to 29 rural cooperatives and municipal electric companies in Texas. G-E also says the Van has paid off in orders, but just how many the company won't reveal.

Salesmen who have done it, say a tour of one-day stands with the Voltage Van is rugged duty. The G-E engineer who gives the demonstration also drives the Van from one engagement to another, doubling as press agent and maintenance man, janitor and impressario. But while the men admit it's hard work, in the next breath they say the work is challenging.

Says marketing boss Bry: "We think it is unique in its field as a sales tool. For a salesman there is nothing like taking your product to the customer and showing him how it works."

"When your product is a regulator that weighs half a ton and must be connected to a working power system, this is hard to do. The Voltage Van is our answer to the problem."



NEW IDEAS IN 4-COLOR BULLETINS

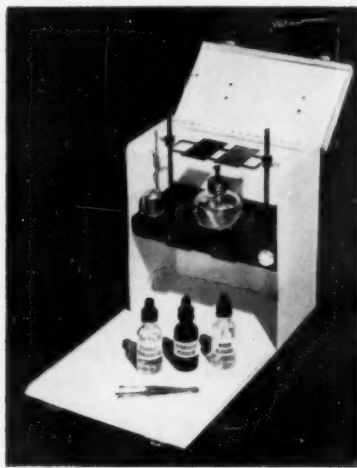
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IDEA ART

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SALES MANAGEMENT



OUTSIDE AND INSIDE views of the demonstrator kit now being used by salesmen and distributors of Maremont Automotive's Pratt Mufflers. It's a case where a new product's advantages plus chemistry add up to a selling presentation.

Chemistry in Selling

In a matter of seconds, salesmen for the Pratt Muffler Division of Maremont Automotive Products, Inc., make months roll by. And it's done to sell automobile mufflers.

With an "Accelerated Wear Test Demonstrator Kit," the Pratt salesmen show the acid damage to mufflers that comes from thousands of miles of driving. In seconds the kit approximates temperatures present in exhaust systems under normal driving conditions as well as the acidity accumulated over a period of months in an automobile muffler.

The purpose: to show how Pratt's new "extra-life" steel performs as opposed to ordinary cold rolled steel.

The demonstration kit includes exhaust condensate, two squares of metal—one the new alloy-coated steel,

the other, ordinary cold rolled steel—and a small alcohol burner.

In this comparison test, the salesman pours equal amounts of exhaust condensate on each metal square and lights the alcohol burner. Once sufficient heat is generated the condensate's acids go to work. James Flanagan, director of sales, says the acid quickly bores into the surface of the cold rolled steel but leaves Pratt's alloy-coated product unharmed.

Currently being used by 53 Pratt salesmen in demonstrations to wholesalers and dealers, the kit is now also available to distributors on a share-the-cost plan. Reason: Once the wholesalers saw the kit, they also wanted them. The test was developed by Scientific Control Laboratories, Inc., Chicago.



Graphic CALCULATOR
COMPANY

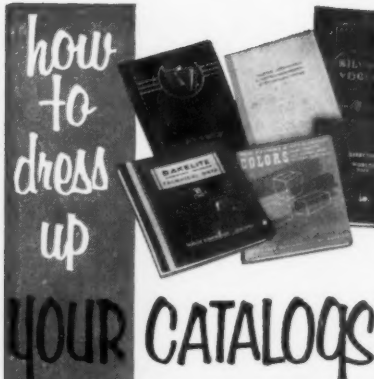
633 Plymouth Court, Chicago 5, Ill., Dept. D-12

CALCULATORS for faster selling

Graphic Calculators quickly and easily solve problems connected with the use or selection of your product or service. Precision made of paper or plastic (but low in cost), they simplify even complex operations. For example, the model shown calculates weight per 1000 pieces for any given size of 8 alloys.

FREE SAMPLES: A note on your company letterhead will bring you sample Graphic Calculators and full information.

0571



how to dress up
YOUR CATALOGS
at lower cost

Appearance counts. Practicability counts. Flexibility, durability, economy count. And you can have them all if you use Acco Press Binder covers for your catalogs.

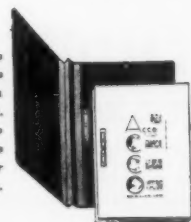
Acco Press Binders come in 5 colors, may be printed or embossed as you wish. They're loose-leaf, lie flat,

open flat, stand plenty of handling, can be expanded as desired, have no expensive, space-wasting mechanisms. Their low cost is famous. Write us your needs or ask your stationer to show you the complete Acco line for keeping papers together and safe in every department of your business.



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When transfer time comes just slip the bound papers from the Accobind Folder. Insert a new Acco Fastener and the Folder is ready for another year's filing.



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PING-PRONG binders

ACCOPRESS binders
(for marginal multiple punched forms)

ACCO clamps

ACCO punches

THE ACCOWAY SYSTEM
(for filing Blueprints and all large sheets)

and other filing supplies

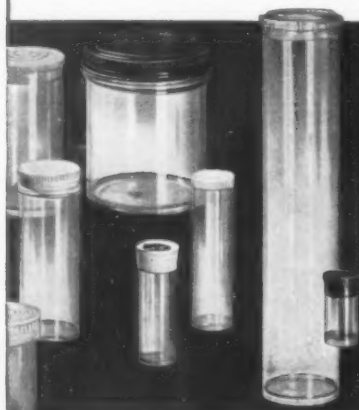
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A Division of NATSER Corporation

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Polystyrene, acetate, butyrate and polyethylene jars and vials for every conceivable packaging need.

All Clearsite vials and jars are shatter-proof, moisture-tight, dust-free, chemically inert. All are easy to label or multi-color print. Tell us what you package and we will send interesting free samples and descriptive literature. Write Dept. B.

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Mail Promotion

By JANET GIBBS
Sales Promotion and
Direct Mail Counsel

On Skinning a Cat !!!

At the recent Direct Mail Advertising Association convention . . .

You might have heard a few shrill screams of pain when the subject of increased postage costs came up. But by and large, mailers seem to be settling down and finding out there is more than one way to skin a cat! Instead of cutting down on volume they are concentrating on getting more mileage from their mail advertising.

Some mailers are cutting corners on production; others are switching from first- to third-class mail; many are eliminating business reply envelopes; there's a trend to using more hitch-hiking enclosures selling other products or services, to cooperative mailings with non-competitive firms, to using the outside envelope for selling. *Most important* they are insisting upon *quality mailing lists*—with an absolute minimum of undeliverables, duplications, suspects instead of prospects. The results are lower cost leads, more inquiries and orders.

The DMAA annually presents Leader Awards for top direct advertising campaigns. Some 57 portfolios are shown at the convention. They may be "borrowed" by member advertising groups around the country; in fact, individual portfolios are loaned to members. For more information on how you can see these award-winning, educational and inspirational campaigns you might write Arthur Burdge, President of the Direct Mail Advertising Assn., 3 East 57 St., New York 22, N. Y.

There's little doubt that most of the big companies have fat budgets to work with. This is reflected in a heavy investment in art, production, mailing schedules, etc. But I found adaptable ideas in some of the low-cost, low-budget campaigns that depended largely on creative sales thinking and good copy. For example:

Problem and Objective: Knipco (Div. of Knickerbocker Prods. Co. of Dayton, Ohio) manufactures portable heaters, a new idea for the farm market. Farmers buy heaters from local farm equipment dealers, and no stock on hand usually means "no sale."

To get distribution, wholesalers had to sell dealers on carrying Knipco heaters in stock. These were a brand new item and a very minor part of the wholesaler salesman's line. Substantial pre-season sales were urgent, for the heater season is short and manufacturing must start months ahead. A further hurdle: Knipco's name was unknown

to the salesman who would undoubtedly find it easier to sell a product of John Deere or International Harvester.

Knipco set out to remind each wholesaler salesman of Knipco heaters—daily—by getting his wife's help. The plan was to pay the little woman \$5 for each three new accounts hubby opened. She could earn up to \$150 for her very own self—by lighting the fire under her man, by "checking" with him, reminding and inspiring him.

How Knipco did it: President E. J. "Tex" Erp dreamed up the "check" idea and his agency developed a series of eight mailings. Featured were letters that were short, light-hearted, easy-going—designed to appeal to women—and 30 real checks, each for \$5, made out in the name of the wife and sent *unsigned*.

What psychological appeal, what impact there was in those 30 checks—even without signature! The letters had one basic theme: Since it is the wife who inspires her husband to become a super-salesman, why shouldn't she get more of the credit and some cash.

To prevent hubby's possible resentment at having his wife urge him to work harder, she was directed to keep him happy and gay, starting at breakfast time. This he liked!

The wife was asked to report her husband's successes to his boss and, through him, return the checks for signature as each new account was opened. This automatically policed the whole reporting system.

Mailing No. 1: Opening two-page letter explained objectives and included 30 \$5 checks plus a separate instruction sheet outlining the plan. What woman could resist the implied flattery of the idea?

Mailing No. 2: A cheery letter told a brief story about the wife who phoned to say her husband woke up every morning with a king-size grouch on. She wanted to know how to be bright and encouraging in the a.m. when her man liked the quiet type? With the letter came Knipco's answer to this situation: 24 stickers reading, "Nab Another Knipco Dealer," to be stuck on the bathroom mirror, morning paper, under his coffee cup, etc. Anywhere!

Mailing No. 3: This was a simple gadget letter. One inch-square shiny piece of metal pasted on the letterhead acted as a mirror. Copy started . . . "Know this woman? She's one of my favorite people. I like to send her checks." It went on in the same vein but it was the closing line which made this letter a sure call for action: "Money. Money. Money. Money. Isn't money fun?"

Mailing No. 4: Another simple gadget—this time using a rubber band—highlighted a letter stressing "We're in the home stretch."

Mailing No. 5: A Western Union night letter to all the wives gave the names of the two gals leading the "pack"—and extended the closing date for a bit to encourage a last-minute push.

Mailings No. 6 and 7 were reminder letters using gadget-dramatics. **No. 8**—the finale—was a wire to distributors, announcing closing date and declaring the program a success.

Results? Knipco's report was short and to the point. Fantabulous was the word—and the campaign is to be repeated—Natch!!

SALES MANAGERS

for

EASTERN and MIDWEST AREAS

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- Are you 28-55, with proven ability to sell, recruit, select, train and supervise?
- Do you have successful past record in educational field or comparable sales-executive background?
- Have you late model car and are you free to travel, married and bondable?

If your answer to all four questions is "Yes" — one of the nation's top extension-resident training institutes offers unusual opportunity, incentive, and earnings.

Replies confidential — Write and send complete resume to:

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737 N. Michigan Ave.

Chicago, Ill.

Want Tear Sheets of Your Dealer Ads?

Or a typed report each month
... giving full details

ACB reads every advertisement in every daily newspaper—each day. One-line 'mentions' are spotted as early as 14-line ads . . . or even full page ads in color. Whatever you want checked in any or all daily newspapers—call on ACB. It's the most complete and most accurate service.

The ADVERTISING CHECKING BUREAU Inc. Offices at:
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18 S. Michigan Avenue, Chicago 3
20 S. Third Street, Columbus 15
161 Jefferson Avenue, Memphis 3
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175-200 watts, A.C., filtered
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1061 Raymond Ave., Midway 6-2514, St. Paul 14, Minn.

IN CANADA: Atlas Radio Corporation Ltd.
50 Wingold Avenue • Toronto 10, Ontario

Sales Promotion Idea File

By **LARRY SCHWARTZ**
President
Wexton Advertising Agency

To Be or Not to Be a Licensee

Merchandise labeled Hopalong Cassidy, Howdy Doody or Zorro, to cite just a few TV characters, has brought in hundreds of millions of dollars in sales for the manufacturers, and handsome royalties for the owners of the famous names. Hundreds of millions of dollars in sales have also been totaled by the two-dozen odd manufacturers who are licensed to use the hundred-year-old trademark, Fruit of the Loom.

What's behind this "cashing in on someone else's name?" Why do these manufacturers tie in with a more famous name than their own? Why are they willing to pay the three, four or five per cent of sales that licensors demand in royalties? The answer is simple: it pays, and pays well to do so.

Somehow, such well-known names as Mickey Mouse and Captain Kangaroo exercise a magnetic influence over kids and adults. They lend a magic appeal, an implied endorsement that moves goods in stores, motivates kids to send in millions of box tops (plus the appropriate coins) for a premium that ties in with a favorite figure.

The cereal companies have capitalized on this for years with masks, faces, cutouts, etc., printed right on the box, or premium offers featured prominently on it.

Not quite as common, but very powerful as a business builder, is the use of an established company's name and/or brand by a new or not-so-well-known company. Let's assume you were going to come out with a new product in the sporting goods field, and your company and brand name were not known in that field. Wouldn't it make sense, if you weren't competing with the products of one of the great names in sport-

ing goods, to attempt to use that great name on your product? The cost of creating your own brand name and brand acceptance might be prohibitive, while by using the well-known name, you would be taking advantage of the other company's years of advertising, reputation for quality, consumer acceptance, distributor and dealer acceptance, etc.

One of the best-known and most creative authorities in the licensing field is Victor Lebow, whom *Business Week* has called "the chief exponent of franchise merchandising." A few examples of the tie-ins he has set up include those between Arthur Murray and manufacturers of women's shoes, men's shoes, women's hosiery, a dancing doll with loops on its feet, a rhythm toy and dance record, fabrics and patterns, and a portable phonograph. Lebow has also arranged for manufacturers of the following items to use "Slenderella," one of the prominent names in the reducing salon field: jellies, packed fruits, salad dressing, soft drinks, frozen dinners, hosiery, girdles and cookbooks. If you are interested in developing items to tie in with famous names, or if you wish to arrange for an appropriate tie-in and merchandising for an existing product, contact Victor Lebow, 444 Madison Ave., New York 22, N. Y.

Some time ago Nebraska Consolidated Mills secured a license to use the Duncan Hines name on a cake mix, soon was outselling General Mills. Procter & Gamble, suitably impressed, not only bought the cake mix from Nebraska Consolidated, but also picked up all rights to license the name Duncan Hines.

Chester H. Roth Co., world's largest stocking manufacturer, has made innumerable tie-ins with char-

SALES MANAGEMENT



Automotive Fleet Leasing from Wheels

*releases capital for
inventory, expansion and
other current business needs.*

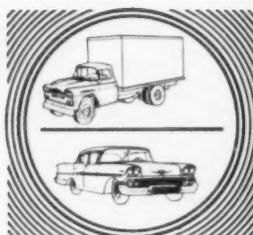
Automotive Fleet Leasing from Wheels

*saves you time and
money spent on buying,
servicing and selling
your own fleet vehicles
... eliminates problems
arising from the use of
salesmen-owned fleets.*

Automotive Fleet Leasing from Wheels

*gives you the assurance
and safety provided by a
new CHEVROLET or other fine
car or truck, plus the
finest and fastest service.*

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Mail coupon today or call for
our fact-filled booklet.
Find out how WHEELS can
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personnel concentrate on your
business instead of
the automobile business.

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ADDRESS _____

CITY _____ **ZONE** _____ **STATE** _____

S-11

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writing on firm's letterhead.
Address Copeland Dis-
plays, Inc., 537 West 53rd
Street, New York 19, N. Y.,
Dept. S.

acters and famous names, liked its
experience with the name "Schia-
parelli" so well that it bought the
rights to control all licensing of that
designation.

When a manufacturer acquires the
right to such a name, he should use it
as though it were his own brand,
employing every device and technique
to exploit it. He should feature the
name (and face or trademark) on
the product and package, in trade
and consumer advertising, on pre-
miums, point-of-purchase material,
direct mail—all merchandising and
marketing media.

The following is a list of some of
the shows, personalities and charac-
ters that are available for licensing.
The contact is shown at the begin-
ning of each group.

Available through Syd Rubin, CBS
Television Enterprises, Inc., 501
Madison Ave., New York 22, N. Y.

What's My Line
Small World
Twentieth Century
The Texan
To Tell The Truth
Pursuit
Yancy Derringer
Trackdown
Sgt. Bilko
The Lineup
High Adventure
Perry Mason
Wanted: Dead or Alive
Have Gun, Will Travel

Gunsmoke
Captain Kangaroo
Mighty Mouse Playhouse
Heckle & Jeckle
George Hamilton III
Top Dollar
Jimmy Dean Show
Our Miss Brooks
Verdict Is Yours
Play Your Hunch
For Love or Money
Terry Tunes
My Fair Lady
The Search
Beat The Clock
Around The World In 80 Days
Jackie Gleason
I've Got A Secret
I Love Lucy

Available through Marvin H. Sugar-
man, Mitchell J. Hamilburg Agency,
444 Madison Ave., New York 22,
N. Y.

Gene Autry
Annie Oakley
Buffalo Bill, Jr.
Range Rider
Emmett Kelley
Wild Bill Hickok
Champion
Oklahoma

Available through Bob Max, N.B.C.,
663 Fifth Ave., New York, N. Y.

Howdy Doody
Little Rascals
Kokomo, Jr.
Boots And Saddles
The Silent Service

The perfect HOLIDAY gift TURKEY



If you or your company want to be remembered for
giving a distinctive Christmas gift... give turkey.
It's traditional, practical, glamorous. A ready-to-
cook turkey is a personal and a family gift. Have it
delivered to home or office or give a redeemable
gift certificate. Gift turkeys may weigh from 4 to
30 pounds.

National Turkey Federation
Mount Morris, Illinois

Without any obligation on my part please
send me FREE samples and price list of your
inexpensive gift wrappings and ribbons.

Name.....
Company.....
Address.....
City.....Zone.....State.....
Distribution Limited to Continental United States

SALES MANAGEMENT

Bat Masterson
Union Pacific
Today
Dave Garroway
Tic Tac Dough
Concentration
Steve Donovan
Dough Re Mi
Shari Lewis
Life of Riley
Josephine McCarthy

Available through Walt Disney Productions, Inc., 477 Madison Ave., New York 22, N. Y.

Mickey Mouse
Pluto
Donald Duck
Snow White & Seven Dwarf characters
Cinderella
Pinocchio
Peter Pan
Dumbo
Davy Crockett
Zorro
Sleeping Beauty
Disneyland Park
Elfego Baca
John Slaughter
The Mouseketeers
Bambi
Fantasia

Replicas of U.S. Medals Make Unusual Premiums

Reduced-size replicas of famous U. S. medals, complete with ribbon, come packed in attractive plastic transparent envelope, together with explanation of the medal's history and requirements.

In one series, you can purchase the Congressional Medal of Honor, Purple Heart, Distinguished Flying Cross, Distinguished Service Cross, World War II Victory, Silver Star, Bronze Star, American Defense or Air Medal. List prices range from 50¢ to \$1.50.

Send for a few of these to Insignia Club, 550 Fifth Ave., New York 36. You'll find they make interesting give-aways, conversation pieces, etc.

SALES PROMOTION IDEA
FILE is a review of sales-producing tools and ideas designed to stimulate the thinking of salesminded executives. Address contributions to Larry Schwartz, c/o SALES MANAGEMENT, 630 Third Ave., New York 17.



CAN YOU USE THIS IDEA TO INCREASE SALES FOR YOUR PRODUCT?

This inexpensive Jiffy Cabinet meant a great "deal" for Hickory Shoe Lace Co., Hickory, N. C.

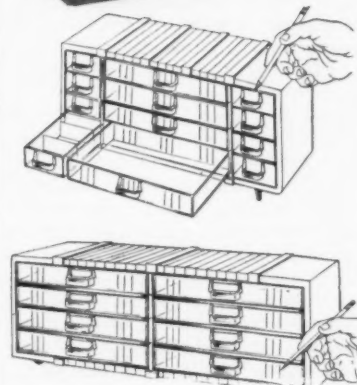
It makes them a perfect display-merchandiser, holds 500 pair of laces dustproof and visible in the "see-thru" plastic drawers. Sets right up and sells on the counter or hangs handily on the wall at point-of-sale. Hickory introduced the idea in July, now they're selling them by the trailerload . . . which means they're moving a lot of laces.

How About Your Product?

This model is only one of many low-cost stock size Jiffy Cabinets available. A wide range of drawer combinations and sizes to fit your product, and if necessary, a special Jiffy is easily produced for you.

We are the originators and sole manufacturers of Jiffy Cabinets. Call or write us. We'd like to work with you.

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101 W. 47th St., New York 36, N. Y.



Southern Methodist University
V. Lance Tarrance
 Southwest Regional Manager,
 Grocery Products Division
 The Pillsbury Co., Inc.

They Were Football Greats Before Going Into Marketing

By **ROBERT A. KELLY**

Tomorrow, Saturday, November 8, V. L. Tarrance, still trim, erect, will stand in salute as Southern Methodist University's vaunted 1958 Football team kicks off to a determined Texas A & M at the Cotton Bowl in Dallas. He will watch the game with emotions long since primed for the occasion—he's an SMU grad ('31).

"Football was good to me and for me," says Lance Tarrance, now southwest regional manager, Grocery Products Division, The Pillsbury Co., in Dallas. This is Tarrance's 25th year in sales and sales management for Pillsbury. "Football helped provide an education," he recalls, "and has

served as a foundation for additional fundamentals which I live by and sell from today."

Tarrance, guard on Coach Ray Morrison's famed SMU "Aerial Circus," helped build SMU prestige by playing such great teams as Army in '27 and Notre Dame in 1930. He was SMU freshman line coach in the fall of '31.

"Football helped me to develop a competitive desire to be an integral part of planning and execution," Tarrance told SALES MANAGEMENT, "That same desire carries over into today's marketing, which requires leadership, teamwork and share—not score."

Is there a relationship between competition on the football field and competition in the sales field? Football stars of the past unanimously say "yes."

S. R. "Speed" Newman, United Air Lines' western regional manager, says, "There's a definite association. We were trained to be competitive and we really learned the value of teamwork, aggressiveness and resourcefulness." A veteran of 26 years with United, 14 as western regional sales manager in San Francisco responsible for sales in Northern California, Northern Nevada, Hawaii, Australia, New Zealand and the Far East, Newman was a member of the

University of California squad which played Georgia Tech in the Rose Bowl on New Year's day, 1929. "Speed" learned the lesson head-first as halfback for the U. of C., Class of 1929.

Crisp autumn air, marching bands, half-time locker-room pep talks and the snap of a centered ball are familiar memories for Jerry Groom—All-American center and captain of Notre Dame's 1950 team. Now in his fourth year as a sales executive for Denver Chicago Trucking Co., Denver, Jerry says, "Football has never stopped producing results for me. As an ND squadman, I was fortunate to make many, many wonderful contacts which I constantly renew in my travels across the country."

SALES MANAGEMENT's own C. E. "Ernie" Lovejoy, Jr., western general manager and a Bill Brothers Publishing Corp.'s vice-president, Chicago, is a devoted University of Illinois alumnus (1920). He has carried the competitive spirit of the gridiron to an extremely sensitive and demanding sales operation. A letter man three years running ('17, '18, '19), Ernie quarterbacked Illinois to two consecutive Western Conference championships. He says, "Football is the greatest team effort of any sport. So is selling and sales management. The lessons to be learned from football are invaluable in sales. Solid training, good physical condition, competition, the desire to win, the ability to fight back after a loss, and get along with people are tremendous dividends from this great game. I shall be grateful to football and coach Bob Zuppke for the rest of my life."

There's a Close Connection

Without exception, the football-trained sales executives interviewed by SALES MANAGEMENT drew the same conclusion—there is a clear-cut association between a competitive football background and sales success.

"I credit football with two marked influences." This from Gilbert I. Berry, vice-president and general sales manager for radio station WIBC, Indianapolis. "First, a boy learns how to work under pressure. Second, he derives the greatest benefits for himself when he works hardest for his team." A University of Illinois All-American ('30-'32), Berry was a recipient of *Sports Illustrated* magazine's Silver All-America Award in 1957.

"Top salesman" Fred Gillies, chairman of the board and chief executive officer for Acme Steel Co., Chicago, rates *teamwork* as the end product of the football years. An ex-



QUARTER-BACK

University of Illinois
C. E. "Ernie" Lovejoy, Jr.
Western General Manager and
Senior Vice-President
Sales Management Magazine

HALF-BACK

University of California
S. R. "Speed" Newman
Western Regional Sales Manager
United Air Lines, Inc.



CENTER

University of Notre Dame
Jerry Groom
Public Relations Director and
Advertising Manager
Denver Chicago Trucking Co., Inc.



This is **Together**

The colorful mid-month magazine devoted to family living.

... a selected
audience of
above-average
Buyers

*They
buy products
for family use:*

- 81.1% own their own homes.
- 90.0% own one or more automobiles.
- 50.0% own power mowers.
- 32.9% own home freezers.

34.3% of the heads of TOGETHER households own businesses,
are company officials or are in professional or technical
occupations

66% are located in non-metropolitan areas

From: 1958 Consumer Magazine Report

READ BY OVER 900,000 CHURCH FAMILIES

TOGETHER . . . the Midmonth magazine for Methodist families,
740 Rush Street, Chicago 11



Football Greats in Marketing

(continued from page 85)

Chicago Cardinal and Cornell University ('17) gridder, Gillies was described this way by a fellow executive: "He looks upon his associates as part of the team he is playing with and is perfectly willing to run the interference for them when necessary."

"When a boy takes over a man's job in the business world," says Robert S. Folsom, partner in Dallas' J. V. Folsom & Son, manufacturer representatives, "a competitive sports background is his best weapon. This is particularly true in selling where competition and good hard work are the key to success."

The transition from snagging passes (he played end for Southern Methodist) was easy, says Folsom, who turned his share of turf on two competitive occasions at the Cotton Bowl (SMU-Penn, '48, 13-13 and SMU-Oregon, '49, 21-13). Uniquely, Folsom completed his first year at SMU (1944) and then attended West Point ('45-46) where he participated in basketball (varsity) and football (second team).

Bob now guides the destinies of his company's salesmen as a sort of "corporate quarterback."

Sales Exec Leyden

Notre Dame's "Four Horsemen," surely one of football's most colorful legends, are represented on the sales executive level in the person of Elmer Leyden (1925). Equally proficient in halfback and fullback positions and now a member of the Football Hall of Fame, he helped to shut out Stanford University 27 to 0 in the Rose Bowl game of 1925. Leyden has been a sales executive with the General American Tank Car Corp., Chicago, for the past 12 years.

It's been a straight path from All America mention at the University of Minnesota ('40) to the Million Dollar Round Table at Bankers Life Co. for Hal Van Every: "In a team sport, you push yourself beyond the limit; in sales this training pays off."

Across the aisle, Robert Krieger, another Bankers Life ex-gridder, adds, "Insurance requires organization. In school (Dartmouth, '41) you organized your scholastic schedule to do justice to your studies. In our busi-

SALES MANAGEMENT

ness, organization is the most important part of the job."

Interstate Steel Corp. at Evanston, Illinois, is an unusually football-minded company. Four of its top salesmen are ex-football players (two of them still play)!

Bill George and Tom Bettis, in line with their company's pro-sports policy, are enjoying an annual leave-of-absence in order to play with their respective pro-ball clubs (Bettis for the Green Bay Packers and George for the Chicago Bears). "Bulldog" Turner and "Tipp" Mooney, both ex-Chicago Bears, also carry the ball to Interstate's customers these days.

Says "Sy" Farkas, Interstate's sales vice-president, "The image of the footballer as a slow moving lunk-head is a misconception of the past. Ex-gridders have *really* taken hold in industry."

And In Advertising . . .

Some football greats of the past who have risen to fame in another phase of marketing advertising are:

Clinton E. Frank, two-time All-American halfback at Yale, now head of his own agency, Clinton E. Frank, Inc., Chicago. Clint Frank was named the outstanding football player in the nation in 1937. Among the agency's clients are: Reynolds Metals Co. and The Toni Co.

Chester J. LaRoche, chairman of the board and treasurer of the New York agency bearing his name, was quarterback at Yale in 1916. He was instrumental in founding the National Football Foundation and Hall of Fame. Included among the agency's clients are: Walt Disney Productions and Hiram Walker & Sons.

John S. Pingel, vice-president at Brooke, French, Smith and Dorrance, Inc., Detroit, was a 1938 All-American at Michigan State. Agency clients include: the Chris-Craft Corp. and the DeVilbiss Co.

William E. John, vice-president at William Esty Co., New York, played tackle at Yale. Agency clients include: P. Ballantine & Sons and the Underwood Corp.

Thomas P. Adams, 38-year-old president of Campbell-Ewald Co., Detroit, played halfback at Wayne University, following which he played for the Chicago Cardinals. Among the agency's clients are: Chevrolet Motor Division and The Hertz System.

Dale Castro, vice-president in charge of Batten, Barton, Durstine and Osborn's Buffalo office, was a Harvard griddier. BBDO's clients include: The United States Steel Corp. and General Electric Corp. ♦



University of Illinois
Gilbert I. Berry
Vice President and General Sales
Manager
Radio Station WIBC, Indianapolis



Cornell University
Frederick M. Gillies
Chairman
Acme Steel Co.



Southern Methodist University
Robert S. Folsom
Partner, Charge of Sales
J. V. Folsom & Son

How and Why of Ad Research at Du Pont

Advertising Research Section, E. I. du Pont de Nemours & Co., Inc.

Area	Advertiser's Decision	What is Measured?	Methods under Study	Methodological Goal	Advertising Goal
Motivation Research	What to say	Consumer motives	Non-directive interviews, projective techniques	Cheaper way of measuring buying motives	New appeals
Copy Research	How to say it	Recall, recognition of ads	Mail questionnaires (post) Theater tests (pre)	Adequate pre- and post-tests of ad memorability	More memorable ads
Visual Research	How to show it	Response to visual displays	Tachistoscopic devices	Company-wide visual rating service	Higher impact for all forms of visual communication
Media Research	Where to say it	Audience size and composition	Re-analyses of existing surveys	Accurate two year forecasts	Best buys within and between media
Public Opinion Research	To whom to say it	Attitudes, demographic characteristics	Personal interviews	Identification of definable attitude groups	Correct audience for institutional advertising
Operations Research	How much to spend	Relationship between advertising expenditure and sales	Mathematical models	Successful prediction of sales in test markets	Optimal size and allocation of ad budget

How to Organize Advertising Research

What should the advertiser tell his audience? How should he say it and show it—and where? Most important, what is his audience—and how much should he spend on it?

Du Pont doesn't pretend to answer these questions.

Says F. A. C. Wardenburg, director of advertising, "We must resolutely face the fact that at the present time there are few truly adequate methods of advertising research."

But it *does* identify the problems and list the procedures to help solve them.

Du Pont is both an industrial producer and marketer of consumer products.* And it has a strong institutional program.

Its advertising, then, is three-

pronged: consumer, industrial, institutional. Media selection, too, is diversified.

Du Pont's advertising research department has many questions to answer. The chart (above), presented at the fourth Advertising Research Foundation conference last month at

the Waldorf-Astoria Hotel in New York City, outlined its activities:

Motivation Research: The company is using two clinical psychologists to conduct non-directive interviews and projective tests. Major drawback to these tests: their cost.

Copy Research: Methodological goal is to devise adequate pre- and post-tests. Procedures should be quick, inexpensive, reliable and valid. Wardenburg said, "I hasten to say that we have not yet achieved such procedures."

For post-testing, Du Pont mails ad reprints with deleted copy. Respondents are asked to identify the product, magazine, advertiser and message, and to report on any action taken because of the ad.

Visual Research: Du Pont hopes to develop a rating service for Du

Big Advertiser

The 32nd top national advertiser last year, Du Pont spent \$12.7 million for space and time. Top medium was general magazines with \$4.8 million. Next came businesspapers with \$2.8 million. Another \$2.2 million went to newspapers. Network television accounted for \$1.7 million. Spot television, farm magazines and outdoor each had less than \$1 million.

*Some 94% of its sales in 78 product lines and 11 general lines are industrial. About 25% of product advertising is in the consumer field.

A NEW MEASURE OF BUSINESS PAPER ADVERTISING VALUE

MOST SURVEYS show executives now spend more time than ever on business reading. But advertisers, agencies, and publishers alike are painfully aware that the sheer mass of material which confronts management men has assumed staggering proportions.

"If I can't keep up with my own reading," many a worried advertising man has reasoned, "how can I believe that anyone else does any better?"

Every advertising man has a direct stake in MODERN PACKAGING's comprehensive solution to this widening problem. Starting January 2, it will demonstrate that a business paper *can* deliver what advertisers have always wanted: *the activated readership of the key executives in a meticulously pre-selected market.*

On that date a trained corps of an entirely new kind of magazine representative—*readership development specialists*—will go into year-round action across the country in every area of major packaging activity. Their sole assignment: to demonstrate in regular, personal conferences with each reader of MODERN PACKAGING the most efficient way to read, use, and capitalize on the content of each issue of the magazine.

SETS STAGE FOR NEW LEVEL OF BUSINESS MAGAZINE PERFORMANCE

Here is a publishing technique that provides the advertiser with a new dimension of advertising value. It gives him unique assurance that his advertising is appearing in a medium that has

- preferred status on the heavy reading schedules of its management audience
- vital editorial content fully attuned to reader needs as determined by continuing call reports from the Readership Development Staff
- a warm, frequently renewed, personal relationship with each of its readers.

In fact, if the magazine could also provide the *precise* coverage of its market that advertisers dream of, it would come close to being an "ideal" advertising medium.

And that is part of the program, too!

BIG PLANTS... INFLUENTIAL EXECUTIVES

MODERN PACKAGING's circulation objective is to make absolutely certain that the magazine is in the hands of its target audience: packaging executives in the 16 per cent of industrial plants which account for 81 per cent of packaged goods output.

To achieve its purpose, MODERN PACKAGING has engaged the Special Services Division of Western Union to conduct a national census of package-using industries and their executives.

This all-out effort now provides sales and advertising managers with an invaluable achievement in market engineering: *a precisely defined audience of prime buyers... concentrated in manageable numbers... yet practically all-inclusive in its coverage of key plants and executives.*

An estimated 8,000 executives are being added to MODERN PACKAGING's existing circulation on the basis of its new findings.

COVERAGE PLUS READERSHIP

This extraordinary combination of *engineered* coverage and *activated* readership provides manufacturers of packaging materials, supplies and equipment with a direct "one-book" route to the attentive interest of the nation's mass packagers... their most profitable market.

If you haven't yet heard all the details from your MODERN PACKAGING representative, call him now—or write for the new brochure which describes the full program and its application to your business.

MODERN PACKAGING • A Breskin Publication • 575 Madison Ave. • New York 22



NOVEMBER 7, 1958

fine for selling,
testing, speed, ... says



The Baltimore Business Forms Company

DESIGNERS AND MANUFACTURERS OF BUSINESS FORMS AND SYSTEMS • REPRESENTATIVES IN PRINCIPAL CITIES
2100 SO. FREDERICK AVENUE
BALTIMORE 24, MARYLAND

Mr. Howell F. McElfresh
The Wall Street Journal
1015 - 14th Street, N.W.
Washington 5, D.C.

July 7, 1958

Dear Mr. McElfresh:

We've found The Wall Street Journal to be a fine medium not only for established products but for testing the appeal of new products, too. Your short closing dates allow us to get into print quickly. Your responsive businessmen-readers give us an excellent indication as to whether the product would be a good seller.

As a result of these tests, we're now running six different advertisements in The Journal. Four of these have been running for more than a year. They are pulling inquiries now at a rate even better than they did initially. In addition to the tremendous number of inquiries and many resulting sales, we found an extra value in Journal advertising: Since the men who responded to these advertisements had wide buying responsibilities, our men were able to make hundreds of good contacts on other business matters as well.

Sincerely,

Thomas W. Richards
Advertising Manager

TWR:M

How To Move Fast With Confidence

If you've got something new to sell to business, here's a sure-fire method for quickly testing its advertising appeal: Submit it to the most responsive, energetic jury in industry—the key executives everywhere who read The Wall Street Journal. You'll learn results speedily. Moreover, you'll find that The Journal will *continue* to sell for you. It's the publication of men who are *searching* for better ways in business.

CIRCULATION: 531,734

THE WALL STREET JOURNAL

published at:

NEW YORK, 44 Broad St. and WASHINGTON, D.C., 1015 14th St., N.W. • CHICAGO, 711 W. Monroe St.
DALLAS, 911 Young St. • SAN FRANCISCO, 1540 Market St.

Pont advertisers for billboards, packages, labels and print ads.

Media Research: The company takes existing data on audience size and composition — and re-analyzes it to forecast two years in advance. In forecasting ad noters per dollar in certain consumer magazines, 94% of the true 1957 averages fell within the 95% confidence intervals predicted from its 1949-1955 data.

Public Opinion Research: Tests to determine the market for products are conducted by Du Pont's market research sections in the operating departments. Corporate advertising, however, is handled by advertising research. Its aim: to define groups in terms of their attitudes toward big business in general, Du Pont in particular.

Operations Research: Charles K. Raymond, II, advertising research manager, said, "Relating advertising to sales is not the fantastic job it may seem provided we are willing to experiment, provided we are prepared to be patient, and provided we forget about measuring the exact sales effect of a single advertisement. A more reasonable goal is to estimate the gross effect on sales of a year's advertising expenditures in a set of trading areas.

"Such was the goal of the present analyses. . . . We nicknamed [the project] Salad — from the first letters of sales and advertising — to remind ourselves that a sale, like a salad, is the result of combining many factors in correct proportions."

Raymond described the approach as "a continuing alteration of theory construction and experimental test." ♦

Three-Headed Calf

The reason this country can boast of the highest standard of living in the world is fundamentally because we have always been a nation of salesmen. We know that no matter how good a product may be, it can't be stillborn . . . it must be sold. Even the three-headed calf, on the midway at the Mineola Fair, needs a barker out front to do business.

Richard E. Deems
Executive Vice-President
Hearst Magazines

SALES MANAGEMENT



For Paper Napkins, a Rolls-Royce

Salesmen these days are becoming jaded. It's not enough to offer them a week at the Sands in Las Vegas. A year's wardrobe from Brooks Brothers brings only a yawn. But Crown Zellerbach Corp., which makes Linensoft paper napkins — among other things — has given its salesmen a goal worthy of their mettle: a Rolls-Royce.

"Be the first man in your block to own one," reads the company's current advertisement aimed at its distributors and their salesmen. "Yours!" screams the head, "(with the sale of only 27,100 cases of Linensoft Napkins.)"

Convinced that its Linensoft napkins are the highest grade available at the price, Crown Zellerbach decided to lay tongue in cheek while keeping a serious countenance on the whole subject of sales and advertising. As a follow-up to the Rolls-Royce ad it sent complete sales kits, with ad reprints, catalog pages, price sheets, samplers and a spectacular eye-catch-

ing sales bulletin.

It offered a 50¢-per-case bonus for the sale of Linensoft (then, in the ad, played into it with a balloon coming out of the Rolls-Royce salesman-owner's mouth: "It was a cinch, Bill. I bought the Rolls with my 50¢-per-case bonus on Linensoft Napkins!").

To get the sales mouths properly watering, it included in the bulletin a four-color reproduction of a two-page Rolls-Royce ad describing the obvious advantages of owning a Rolls. (Cozy touch: The Rolls, driven by a housewife, is parked before "the village grocer.")

Despite the whimsy, resulting sales from this approach have justified the firm's investment. Crown Zellerbach says the novel campaign stimulated interest among salesmen, drew their attention to the promotion. It also lent importance to the 50¢ bonus, pointed up the cumulative advantage of selling the product in bigger quantities. And it linked Linensoft with another quality name—Rolls-Royce.

WE'VE MOVED!

Sales Management, and its parent organization Bill Brothers Publishing Corp., has moved into brand-new quarters, after 16 years at its previous location.

Please address all correspondence to 630 Third Ave., New York 17, New York. The new phone number is YUkon 6-4800.

How
to sell
your
prospect's

BOSS!

Ever get the feeling that your sale was lost by a veto from the man at the top level? It happens every day—but you *can* sell the man salesmen don't get to see.

How? By reaching him through the information medium he reaches for every business day . . . The Wall Street Journal. Here your advertisement gets to the significant big, middle and little brass throughout American business. When you advertise in The Journal you are, in effect, attending the buying conferences in the offices where the "o.k." carries special weight.

In The Wall Street Journal, you reach "bosses" at every executive level who influence the choice of a supplier. Whether it's tightening your grip on present customers, or opening new doors, you'll find The Wall Street Journal will bring you results. Call your nearest Journal office now.

THE WALL STREET JOURNAL

Published at
NEW YORK & WASHINGTON, D. C.
44 Broad St. 1015—14th St., N.W.
CHICAGO—711 W. Monroe St.
DALLAS—911 Young St.
SAN FRANCISCO—1540 Market St.

New Advantage in Changed Excise Tax

Check with your attorney or tax counsel on Public Law 85-859. Now you may have to pay tax only on your wholesaler's purchase price, not on retailer's or consumer's price.

If your product is subject to a manufacturer's excise, you'll have to spend some time with your company's tax experts. The law has been changed. It may pay to reorganize your sales setup, and sell to retailers, perhaps, instead of to wholesalers only. The tax expert will have to help you decide.

P.L.85-859 (Excise Tax Technical Changes Act of 1958) deprives the Government of some revenue. The Internal Revenue Service as it issues regulations and rulings applying to it, is likely to settle points in doubt in favor of the Government. More than one conversation with the tax accountant or lawyer may be required.

The excise tax, levied on manufacturers, is almost bound to affect competing companies differently; that, indeed, is why the law was changed. Whereas one concern sells direct to consumers and collects the retail price itself, another markets through wholesalers, and hence collects the wholesale price. The tax for the first company might be double that for the second. Between selling only to consumers and only to wholesalers there are a hundred gradations, some of which, by the nature of the excise, were penalized.

To some extent, the old law recognized all this. The full penalty for selling to consumers, notably payment of a tax on the consumer price, was not always exacted. A company could avoid a levy on this price by also selling to retailers or to wholesalers. If it sold to retailers as well as to consumers, all of its sales were taxed at the highest retail price; if it sold to wholesalers and to consumers, but not to retailers, all of its sales

were taxed at its highest wholesale price. If it sold at all three levels—consumer, retail, and wholesale—it was taxed at its highest retail price. It was also taxed at the highest retail price if it sold to retailers and wholesalers but not to consumers.

The new law reduces the tax bills of companies that do not rely upon wholesalers and pares down the competitive advantage of those that do.

Four Conditions

Under the new law, a company that sells to consumers or sells to retailers will be taxed at the highest price at which it also sells to independent wholesalers—provided that it meets certain conditions, which the Senate Finance Committee described as follows:

"(1) The manufacturer, producer or importer regularly sells the article at retail, to retailers or to special dealers;

"(2) the manufacturer, producer or importer regularly sells the article to one or more wholesale distributors (other than special dealers) in arms-length transactions and establishes that his wholesale prices in these cases are determined without regard to any tax benefit to be derived from the application of this constructive price provision;

"(3) the normal method for such articles by manufacturers within the industry is to sell them otherwise than at retail, to retailers or to special dealers or a combination of these methods of sale; and

"(4) the transaction with respect to which a constructive sales price is to be computed is one entered into at arms length."

These are pretty tricky conditions. Company by company, there will be difficult questions of fact to be decided. By the time the law is clear, no doubt, it will have to be changed again.

The "highest wholesale price" won't always mean the same thing: Much depends on how much service the wholesaler offers. A wholesaler who merely carries stock for his territory pays more for his merchandise than one who advertises and sells. If the products happen to be taxable electrical, gas or oil appliances, the sales to the "special dealers" mentioned above, who carry inventory and do nothing more, are taxed at the same prices charged to working wholesalers. A manufacturer of appliances no longer loses a tax advantage by using special dealers and running his advertising in national media.

The probable effect on such a company as Pittsburgh Plate Glass Co. illustrates the gain to some concerns. The company has been paying taxes on the prices it charges retail stores. Competitors who marketed through wholesalers paid lower taxes. Since markups are sometimes 100%, Pittsburgh often paid double. If Pittsburgh sold to retailers only, the conditions listed above would probably exclude it from tax benefits. Fortunately, it also uses independent wholesalers.

It is to be noticed that while the new law may benefit companies with

mixed distribution systems, the Robinson-Patman Act does the opposite. A company which must make prices for customers at different levels ordinarily has a hard time avoiding the appearance of discrimination.

Another change in the tax law reduces the payments by companies that rent as well as sell their products. Under the old law, every lease was a sale and the proceeds from rentals were taxed at the regular rate. A manufacturer who made ten successive leasing arrangements was taxed ten times; he paid much more to the Government than if he sold outright.

The new law, too, taxes the proceeds of each lease contract—but the total tax is limited to the sales price—to wholesalers—when the first lease was signed. However, a company that only leases its product pays on the old basis.

Renters Benefit

It is doubtful that any company will benefit as much as IBM, many of whose products are cheaper and more convenient to rent than to buy. Incidentally, after the Government forced IBM, through an antitrust judgment, to sell its products, Government agencies decided that, as far as they were concerned, the rental deal was better.

Government excluded, IBM has found that renters sometimes decide to buy outright. The IRS never allowed a tax credit for what it had already collected against rentals, always assessing anew at the sales price. Under the new law, this cannot occur.

Such a company as Avon, which sells cosmetics house-to-house, will be able to deal with the retail tax more easily. The old law was applied literally, indeed. The saleswoman, who is a dealer and not an employee, was obligated to collect the retail tax. She turned it over to her supplier. Avon had to file a separate return for each canvasser and, to rub it in, get power of attorney to handle taxes for each of them. The company did not even have the privilege of assuming the tax liability. The new law does away with all this.

These are but a few of the changes in the excise code. There is a host of changes which cover individual products and which make it easier to decide what is taxed. Is a watch-like auto clock to be taxed as jewelry or as an auto component? Many such matters have been settled for the time being by the new law. Naturally, new problems will arise—simply because people do business. ♦

NOVEMBER 7, 1958



the gift for Christmas



Kem is the tough pure-plastic playing card. So rugged . . . they can't bend or dog-ear. So durable . . . they look like new after years of use. So easy to clean . . . they're guaranteed washable.

Your business friends will love crisp, flexible Kem Cards for family and social card games. They're lovely!

Buy Kems for Christmas! Write for our complete catalogue of patterns for bridge, poker, pinochle, canasta.

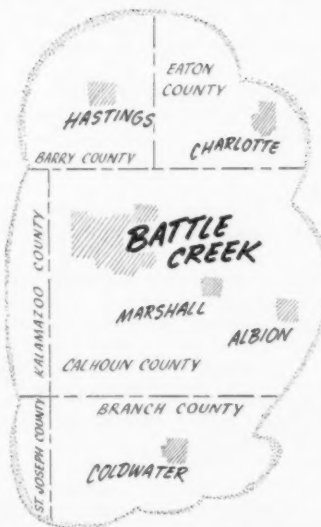


**KEM PLASTIC
PLAYING CARDS, INC.**

595 Madison Avenue
New York 22, N. Y.

South Central Cities

A GROWING MICHIGAN MARKET



ABC RETAIL TRADING AREA

POPULATION	235,015
RETAIL SALES	\$243,875,000
FOOD SALES	62,327,000
DRUG SALES	8,995,000
AUTO SALES	51,302,000
BUYING INCOME	389,408,000

IT'S EASY TO REACH AND SELL THIS MARKET WITH THE ENQUIRER and NEWS, THE ONLY PAPER WITH COMPLETE CIRCULATION AND NEWS COVERAGE IN THIS AREA!

Full Color P.O.P. AVAILABLE DAILY AND SUNDAY

BATTLE CREEK
MICHIGAN

Cereal Food
Capital of the World

ENQUIRER and NEWS

Member of Federated Publications

REPRESENTED NATIONALLY BY
SAWYER-FERGUSON-WALKER COMPANY

THE SCRATCH PAD

By T. Harry Thompson



Let's let *Sell* set the scene: "A good laugh is the cheapest luxury man enjoys. It stirs up the blood . . . expands the chest . . . electrifies the nerves . . . clears away the cobwebs from the brain . . . and gives the whole system a cleansing rehabilitation."

Some comments must be serious, of course, for life is not all movies-and-popcorn.

For instance, this headline in the news: "Packard Closes Shop but Hopes for Revival." (Packard's passing was predicted in *SALES MANAGEMENT's* lead editorial for August 15.) The fellow who can remember the Stutz Bearcat can also remember when Packard was Class with a cap C. You could identify its distinctive radiator two blocks away. Hail and farewell, proud, prestigious car of our youth!

No, Myrtle, it wasn't "Henry Wordsmith Longfellow," but you're getting warm.

Nudism: Altogetherness.

Meant to say sooner how much I enjoyed *Esquire's* July cover featuring Instant Vin Rouge.

Incidental intelligence: A local tree-surgeon lives on Elm Avenue.

The bosomy babes of show-business would have to agree with that filter cigaret which says: "It's what's up front that counts."

It's merely one word-hound's opinion that *The Last Word* could have used a subtitle: "Much Ado About Nothing."

I'm not sure which I fear more . . . alligators or tailgaters . . . those eager beavers who hug your rear deck, no matter how frantically you signal for a slowdown or a right turn.

Alaskan statehood recalled an all-but-forgotten line by durable Buster Keaton in a movie some centuries ago. He referred to the Eskimos as "God's Frozen People."

Tourist Court Journal's Bob Gresham remembers a sign on a church lawn reading: "Open After Easter, Too."

Speaking of signs, there was one on the tailgate of a truck in front of me which read: "Termites! Call Terminix, Locust 7-1550." I have no way of knowing how many termites called.

I could tell Uncle Sam how to sell savings-bonds by the bale: Let his nieces and nephews know that, from here in, the accumulated interest will no longer be called income, subject to income-tax.

Trivia Dep't: The electric shaver was invented by *Colonel* Schick, but the new Powershave is decorated with a *corporal's* chevrons.

There's something new for dogs to chew on: Nylabone pooch-pacifier, so called. Molded of "Zytel" nylon, flavored with artificial hambone, and greaseless. I liked the way Nylabone listed the sizes: Petite, regular, and wolf.

I'll bet quizzing Elfrida von Nardroff would like to see her name spelled right once in awhile. Hy Gardner was the latest to fluff it as "von Nordoff."

I'm all for the squeeze-bottles which can be dropped without breakage, but I wish they were translucent if not transparent. Then you could see how much there was left. Or (ugly thought) whether you had been short-changed.

They say temperatures can go as high as 90 in Anchorage in summer. Ah, yes, Baked Alaska!

What ever happened to "Gracious Living"?

Copywriters still work it into a piece of copy here and there, but I seldom encounter it. Gracious Living, that is.

Maybe I don't mingle with the right crowd, but I sense the American scene changing all about me.

With larger families, and the demands of domestic help, maybe we're wise to get on a casual, cook-out basis.

Buffet meals on the patio are fun on occasion, but I hate to see the dining-room disappearing as an institution.

The question of a suitable wedding-gift came up awhile back.

"Don't give her silverware," advised a girl who could have been our daughter. "Too much bother to keep it polished."

My generation liked the soft shimmer of sterling, but the young modern could have had a point. We noticed sales of silverware soon after at slashed prices. Any connection?

Couple of years ago, I went back to the old home-town to attend a banquet. Black tie used to be regulation at these stags, so I felt like a soup-and-fish out of water when most of the boys showed up in business-suits.

Sure, I can go around in T-shirt and slacks. I still like Lenox and Limoges and sterling flat-ware, but I can do it picnic-style if that's the trend.

The whole deal, though, tells me we're swapping Gracious Living for Casual Living, and that marketing strategy is already adjusting to it.

—T. H. T.

We don't see
any results from
our advertising



John L. Gillis replies to this one...

According to Mr. John L. Gillis, vice-president of marketing, Monsanto Chemical Company: "*Industrial advertising produces results when it puts into people's minds ideas which create a favorable attitude for salesmen to capitalize upon.*"

The specific effect of industrial advertising upon the market can seldom be measured alone.

Because: advertising is only one member of a marketing team which also includes product development, market research, sales control, field engineering and product performance — all reinforcing the work of the salesmen.

Most industrial salesmen today know that their

companies' advertising is an invaluable aid to them in selling — particularly the unseen, unsuspected and inaccessible buying "influences" whose "OK" is often vital. These salesmen would be the first to agree . . .

Effective advertising support is one of the most valuable tools in the salesman's kit.

NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION, INC.

271 MADISON AVENUE, NEW YORK 16, NEW YORK

An organization of over 4000 members engaged in the advertising and marketing of industrial products, with local chapters in ALBANY, BALTIMORE, BOSTON, BUFFALO, CHICAGO, CLEVELAND, COLUMBUS, DALLAS-FORT WORTH, DENVER, DETROIT, HAMILTON, ONT., HARTFORD, HOUSTON, INDIANAPOLIS, LOS ANGELES, MILWAUKEE, MINNEAPOLIS-ST. PAUL, MONTREAL, QUE., NEWARK, NEW YORK, PHILADELPHIA, PITTSBURGH, PORTLAND, ROCHESTER, ROCKFORD, ST. LOUIS, SAN FRANCISCO, TORONTO, ONT., TULSA, YOUNGSTOWN.



Can the Others Check GM's Marketing "Glacier"?

(continued from page 35)

units—and the industry's—was 1955, when it turned out 1,830,029 of the industry's 7.2 million total. Can General Motors' biggest Division now turn out two million or more pas-

senger cars annually?

"We've never developed a figure on total capacity," Ed Cole replies. "But we can produce, I am sure, all the market will require."

Ford and Chrysler Talk a Good 1959

New motor car models make or break their makers in the first three months.

At this season it behooves the makers to pull out all the stops of optimism.

Ford Motor Co. announced—two weeks before the new crop of Ford cars and trucks would be shown to dealers—that advance dealer orders totaled "more than \$1 billion at retail."

Five days before that event the three grandsons of Founder Henry Ford I—Henry II, Benson and William C.—took a full page ad to address "the millions of Americans who helped design the 1959 Ford Family of Fine Cars."

The brothers praised "completely new Fords, Edsels and Mercurys" and "improved Lincolns, Thunderbirds and Mark IV Continentals." With 60 different cars the six makes cover the price gamut from "about \$2,000 to over \$7,000." The lowest-price Ford was expected to retail for \$125 less than the lowest Chevrolet or Plymouth.

On behalf of the company's "273,457 stockholders, 150,000 employees and 8,972 dealers," the brothers invited "you to see our new cars before you buy."

M-E-L Division dealers would not see their new offerings for several weeks. The dealers hoped they would be worth the wait. As combined volume of Mercury, Edsel and Lincoln plummeted early this year, Ford Motor Co. ended their status as separate divisions. The Ford car Division (with Thunderbird) rose from 80 to 85% of the company's diminishing total. A new catch-all M-E-L Division tries to salvage the rest of the company's conveyances.

M-E-L was patterned frankly after General Motors' depression-born B-O-P (Buick-Olds-Pontiac) Division of a quarter-century ago.

But the three units in B-O-P soon re-achieved and redeveloped their separate status.

Can those in M-E-L?

This division last spring was placed in charge of vice-president James J. Nance. Ex-Studebaker-Packard, ex-Hotpoint, ex-Zenith Jim Nance at least had made a name as a *merchandiser*. But in August he was bounced.

His successor, Vice-President Ben D. Mills, says that these new cars have been "up to 34 months" a-borning. "The 1959 Mercury, Edsel and Lincoln are the results of marketing decisions based upon facts established through research—and not just Detroit-formed opinion." (Considerable consumer research also led to Ford's \$250 million gamble on the Edsel.)

J. O. Wright, v-p, and gm of the Ford Division, seems relieved at the new Ford styling: "We have got into trouble . . . only when we made half-hearted concessions to the school of extreme design. Our 1959 product—following the lead of the highly successful Thunderbird—places us firmly back in the mainstream."

Reporters note that Ford's "cluttered look" has been dropped. Those who have seen the new offerings of all three manufacturers rate GM cars first in appearance, Ford's second and Chrysler's last. . .

What hopes has No. 3 in the so-called Big Three? 1955 was the year when Chrysler Corp. finally was supposed to get styling and sales religion. Sales in fact *did* climb 70% and net profits five times (from \$18.5 to \$100 million) from 1954.

But Chrysler hasn't made its conversion stick.

In the three "good" years 1955-57—when GM earned an average of more than 8% on \$34.2 billion sales, and Ford more than 6% on \$16 billion—Chrysler could come up with only 2.5% on \$9.7 billion.

In the first half of this year Chrysler sold less than half as many cars and trucks as in the first half 1957. Against a profit of \$89.7 million a year ago, Chrysler ended this year's first half with a \$25.2 million loss.

Chrysler's resources—by its own official admission—are shrinking faster still. As of last Dec. 31 Chrysler's assets were reported at a shade less than \$1.5 billion. Last June 30, after a \$449.4 million write-off for depreciation, the corporation reported them at \$948.4 million. After subtracting a \$250-million long-term debt, Chrysler's stockholders were worth only \$698.4 million.

If the additional borrowing of \$150 million—most of it as yet unused—is dissipated, it would reduce Chrysler to \$548.4 million.

Selling Will Tell

But selling may still alter cases . . . and turn "debt" into net worth.

How, for example, are Chrysler's dealers doing?

The dealer group today totals 8,000, compared with 8,400 a year ago. Byron J. Nichols, group v-p for automotive sales, told me that in first quarter 1958 dealers averaged a loss of \$46 on each new unit sold. In April this was turned into a profit of \$16. The profit became \$50 in June and "nearly \$90" by October 1.

Dealers have been helped, Nichols explains, by "a strong used car market, lower overhead, and service."

More alert dealers have been doing "more out-of-store selling. They are strengthening present contacts. And recognizing the fact that 20% of all families move annually, they are getting acquainted with new families in their areas."

After three years Plymouth has only 209 separate dealers. Elsewhere Plymouth is still dualed with Dodge, De Soto or Chrysler dealers. (Plymouth's share of Chrysler Corp.'s passenger-car total rose this year from 54 to 60%.) Chrysler's dealers in the U.S. and Canada, says Tex Colbert, also will get "first priority for any new Simca dealerships in these countries."

Simca is flourishing. Between 1951 and 1957 its production quadrupled from 42,000 to 172,000. Thus far

this year Simca is 36% ahead of 1957.

When competition demands it, Colbert adds, Chrysler is ready to build a "compact" car.

To dealers Nichols says: "Millions of Americans will be making more money in the months ahead." Replacements should mean at least three million new-car sales. But most of these and the rest of the industry's 5.5 million target for 1959 will depend on "how many you and I sell."

He urges "hard, honest selling," and passes along experiences of individual dealers: a service department that "keeps customers"; "vigorous promotion"; "pushing value instead of price"; hiring a sales manager and "organizing for sales."

Chrysler Corp. has opened training centers for dealer sales and service people, in New York, Georgia and Illinois. Similar centers already were operating in Pennsylvania, California and Michigan.

Nichols emphasizes "highly visible changes in our 1959 models." The five lines are offered in 80 body styles in 22 separate models.

Chrysler this year is spending \$85 million for plant and equipment.

Colbert shows that the divisions' advertising will bear on local selling situations, employing "newspapers of every size." (Buick recently filed the

Fourth Estate by paring newspapers in favor of TV.) But Chrysler also will continue "extensive use of radio and TV."

Among All U.S. Cars Only Rambler Gains

In this year when even GM's Chevrolet and Cadillac dipped, and some other members of the erstwhile Big Three dropped half or two-thirds of their volume, the "compact" Rambler of American Motors rode up.

During the first 11 months of the 1958 model year, beginning October 1957, Ramblers rose 81.3% to 151,511 units, from 83,500 in the parallel period of the year before.

Since last January Rambler dealerships have increased 600 to 2,600. Of these 26% were "duals" with other makes. A lot of Big Three dealers—specifically Buick—are said to have been glad to get this car. American Motors does not dual with Studebaker-Packard dealers.

The 1959 models, and the advertising plans for them, have been only slightly changed. Back in the black, George Romney thinks he has built "the car you asked for."

Meanwhile, imports are stimulating the compact—or small-car—trend. Foreign makes this year will find about 400,000 buyers—or 100,000 more than in 1957.

The leader in U.S. registrations continues to be Volkswagen. (This little German car now outsells here six U.S. makes: Chrysler, De Soto, Edsel, Studebaker, Lincoln and Imperial.) Runners-up are the French Renault, English Ford, Italian Fiat, and British MG.

Studebaker-Packard's last hope, after cumulative losses of \$125 million, rests with the compact Studebaker Lark. The writers like the style of this successor to the Scotsman. Orders are said to be "piling up" for it.

Meanwhile, Studebaker again will offer the Silver Hawk, a sports car, and the high-price German-built Mercedes-Benz. ♦

A FREE SERVICE FOR MEETING AND EXHIBIT PLANNERS

It's no longer a painful task to find just the right site for your large or small meeting, traveling show or special convention. Just write down these facts:

1. Number of people to attend
2. Number of days to run
3. Probable dates
4. Preferred areas or cities
5. Hotel and exhibit facilities you require

All you have to do is to send these facts to Meeting-Site Service (a division of SALES MEETINGS' Research Department). Without charge, a check will be made on the availability of the facilities you seek and recommendations will be made. With the list of possible sites, you will receive color brochures to help you make a decision. For this free service, simply write:

MEETING-SITE SERVICE

Sales Meetings Magazine

1212 Chestnut Street, Philadelphia 7, Pa.

Another service: We'll be happy to recommend organizations qualified to assist you with any services or products you require in conjunction with your meeting or show.

November Retail Sales Building to New Peak

By DR. JAY M. GOULD

Research Director, Sales Management's Survey of Buying Power

Retail sales in November will again fall into the plus column, compared with November of 1957, in pleasant contrast to the first three quarters of the year, in which sales have lagged behind 1957 by 1%. The November gain is expected to be small (on the order of 1%) but reflects one less selling day compared with last November. The missing selling day will go into December, and should help December sales reach an all-time peak for a single month.

Hopeful anticipation is expressed now by almost all merchants in the various retail categories. September sales had been pulled down below expectations by a heavy 18% decline in auto sales. But now that the new models are all on display in dealer showrooms and strike difficulties are out of the way, auto production schedules can begin to mount; the auto sales figures should now cross over into the plus column, especially when compared with the relatively poor closing months of 1957.

Retailer optimism is solidly based on the fact that since July personal income has been breaking new records each month. Indeed the 1% decline in retail sales so far this year is in marked contrast to the corresponding 1% gain in personal income. Consumers have evidently been increasing their savings and paying off indebtedness, and the stage should now be set for a new retailing boom. Also price declines can now be finally foreseen for foods and services, which should add to consumer purchasing power for consumer durables. How the new 1959 cars will go remains the big question, but there are favorable signs for other consumer durables. Furniture and appliance sales in September were just about even with 1957, after trailing by 4% for the first eight months of the year, while lumber, building materials and hardware sales rose by 4%, after trailing by 3% all year. General merchandise scored a 6.3% gain in September, much the best showing so far this year. Latest reports are that de-

partment store sales in October ran 5% ahead of last October, which had been a relatively good month. Among consumer durable lines scoring the greatest gains over 1957 are hi-fi equipment (boosted by the latest stereophonic innovations), color TV, outboard motors, boats and photographic equipment. Finally, the recovery in residential construction (the 118,000 new non-farm houses started in September represented the highest total for that month since 1950) points to a future pick-up in the sale of large appliances. All in all there can be little question that, unless the new cars fall flat for the third year running, we are finally witnessing the long awaited recovery in retailing.

• • •

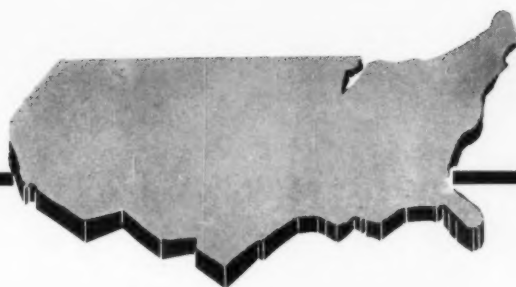
Sales Management's Research Department, with the aid of Market Statistics Inc., maintains running charts on the business progress of about 300 of the leading market centers of this country and Canada.

Monthly data which are used in the measuring include bank debits, sales tax

Retail Sales Box Score

	9-Month Totals \$ Millions			%	September \$ Millions			%
	1958	1957	Change		1958	1957	Change	
Food	37,283	35,194	+ 5.9		4,071	3,937	+ 3.4	
Eating & Drinking Places	11,105	11,081	+ .2		1,316	1,291	+ 1.9	
General Merchandise	14,379	14,215	+ 1.2		1,802	1,696	+ 6.3	
Apparel	8,420	8,266	+ 1.9		1,012	1,010	+ .2	
Furniture & Appliances	7,283	7,562	- 3.4		850	853	- .4	
Lumber, Building, Hardware	10,145	10,369	- 2.2		1,288	1,238	+ 4.0	
Automotive	25,363	29,659	-14.5		2,535	3,078	-17.6	
Gasoline Service Stations	11,630	11,234	+ 3.5		1,309	1,262	+ 3.7	
Drug & Proprietary	4,761	4,544	+ 4.8		534	515	+ 3.7	
*Total Sales	144,530	146,074	- 1.2		16,324	16,373	- .3	

*Includes data for kinds of businesses not shown in above nine categories.



30 Best Markets for November

(Top three cities in each of 10 regions)

The following cities have a common denominator—retail sales leadership in the current month. The index opposite each city compares its performance with that of the nation as a whole. (U. S. index serves as base, always 100.) For example, if a city has an index of 106.9 that means that its retail sales this month are forecast to lead the nation by 6.9%. Canadian figures are compared with U. S.

Index for total U.S. = 100

NEW ENGLAND Salem, Mass. 106.9 New London, Conn. 106.8 Providence, R. I. 105.9	MIDDLE ATLANTIC Trenton, N. J. 118.6 Camden, N. J. 118.4 Hempstead Township, N. Y. 108.6	EAST NORTH CENTRAL Champaign-Urbana, Ill. 107.6 Indianapolis, Ind. 106.7 Columbus, Ohio 106.2
WEST NORTH CENTRAL Sioux Falls, S. D. 128.3 Sioux City, Iowa 123.5 Hutchinson, Kan. 123.5	SOUTH ATLANTIC Greensboro, N. C. 116.8 Wilmington, Del. 116.7 Augusta, Ga. 109.6	EAST SOUTH CENTRAL Jackson, Miss. 126.5 Montgomery, Ala. 110.4 Meridian, Miss. 108.7
WEST SOUTH CENTRAL Muskogee, Okla. 116.9 Lubbock, Tex. 109.4 Austin, Tex. 108.4	MOUNTAIN Albuquerque, N. M. 118.2 Boise, Idaho 114.2 Tucson, Ariz. 111.2	PACIFIC Santa Rosa, Calif. 119.0 Salem, Ore. 111.8 San Bernardino, Cal. 109.8
CANADA Regina, Sask. 120.8 Ottawa, Ont. 110.2 Victoria, B. C. 109.4		



CHUCK WORCESTER, DIRECTOR OF NEWS AND PUBLIC AFFAIRS FOR WMT-TV, Cedar Rapids, Iowa, is screening "Sappy Homiens," an educational film produced for the American Cancer Society by UPA. He has been programming our films for some time. He says, "These films deserve Class 'A' time . . . they are of outstanding public service value. Their quality assures a maximum audience."

To help save lives is Chuck Worcester's prime motive in scheduling films from our large library. Program Directors agree that our films do a first-rate job of providing popular entertainment as they bring vital cancer facts into the home. We have free feature films suitable for varying time slots and audiences . . . day-time shows for women, evening shows for the family . . . all designed to alert your audience to the facts of life about cancer. For instance:

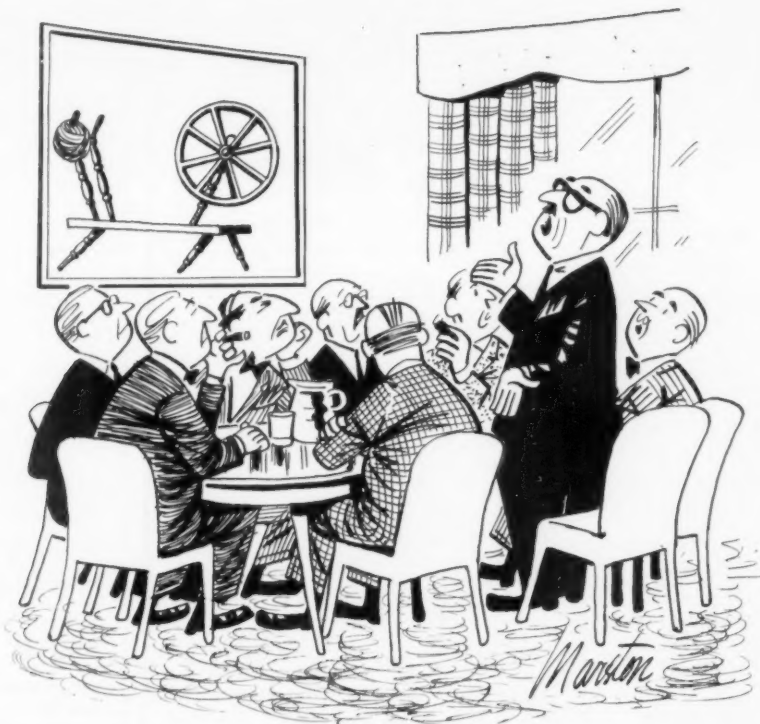
"**Sappy Homiens**"—a cartoon film, humorous but hard-hitting, on the value of an annual health checkup; "**Just by Chance**"—a dramatic, moving documentary, narrated by Ruth Hussey, on the importance to women of breast self-examination; "**Alexander Ten Spot**"—part animation and part live, showing how the money your viewers contribute to our Crusade supports cancer research, public and professional education, and service to patients.

There are many more films. Use them . . . to fight cancer . . . to save lives. Contact the American Cancer Society Unit in your city for information about these free films, or write to:

AMERICAN CANCER SOCIETY

521 West 57th Street, New York 19, New York





"Gentlemen, it's time we stopped blaming our sales staff and took a fresh look at our product!"

collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index, 1958 vs. 1948." This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is 1951, the most recent year of official sales Census results.

The second figure, "City Index, 1958 vs. 1957" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today compared with last year.

The third column, "City-National Index, 1958 vs. 1957," relates the city's changes to the total probable national change for the same period. A city may have this

month a sizable gain over the same month last year, but the rate of gain may be less — or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star, are Preferred-Cities-of-the-Month, with a level

of sales compared with the same month in 1957 which equals or exceeds the national change.

HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR NOVEMBER, 1958 •

RETAIL SALES FORECAST
(S.M.'s Forecast for November, 1958)

City		City		Nat'l.		\$
Index	City	Index	City	Index	City	
1958	1958	1958	1958	1958	1958	(Million)
vs.	vs.	vs.	vs.	vs.	vs.	November
1948	1957	1957	1957	1957	1958	

UNITED STATES

157.4 101.0 100.0 17304.00

Alabama

★ Birmingham	151.9	101.5	100.5	43.56
Florence-Sheffield-				
Tuscumbia	184.7	98.7	97.7	6.89
Gadsden	138.0	94.7	93.8	6.00
Mobile	168.5	95.0	94.1	19.60
★ Montgomery	190.4	111.5	110.4	16.62



"Unmatched Opportunity . . .

Unmatched Coverage"

97% Coverage!

Stamford stands out among Connecticut's markets—fastest growing, richest large market . . . with \$9,021 family income. Stands out, too, as an easy sell market. Alongside Stamford's \$221,918,000 income, \$158,772,000 sales, place this fact: the Advocate's unmatched 97% coverage of Stamford families.

Stamford Advocate STAMFORD, CONN.

Represented by
The Julius Mathews Special Agency, Inc.

THIS Is Eastern Connecticut

\$202,920,000 RETAIL SALES Rate an INSIDE APPROACH

Eastern Connecticut's mass volume—averaging \$4,140 sales per family—represents a huge slice of your quota in this state . . . too big for fringe selling . . . and fringe results. The Norwich Bulletin alone provides solid inside impact.

Norwich Bulletin

and Norwich Bulletin-Record (Sundays)
NORWICH, CONN.

Bulletin Sunday Record
25,687 Daily 21,799

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.

FOR NOVEMBER, 1958



RETAIL SALES FORECAST
(S.M. Forecast for November, 1958)

	City Index	City Index	City Nat'l. Index	\$ (Million)
	1958	1958	1958	vs. November 1948 1957 1958 1958
Arizona	223.0	108.9	107.8	123.36
★ Phoenix	225.4	109.5	108.4	39.40
★ Tucson	244.6	112.3	111.2	22.09
Arkansas	141.8	103.7	102.7	129.31
★ Fort Smith	156.3	103.8	102.8	8.19
★ Little Rock-North Little Rock	166.6	105.8	104.7	23.54
California	187.1	102.0	101.0	1731.60
★ Bakersfield	205.2	109.0	107.9	19.64
★ Berkeley	153.5	101.0	100.0	13.31
★ Fresno	176.2	106.2	105.1	27.62
Long Beach	182.8	94.5	93.6	47.61
★ Los Angeles	175.6	103.3	102.3	349.03
Oakland	128.3	100.0	99.0	59.11
Pasadena	151.2	99.4	98.4	24.24
Riverside	221.9	99.7	98.7	11.98
★ Sacramento	204.4	109.5	108.4	40.88
★ San Bernardino	226.7	110.9	109.8	18.95
★ San Diego	216.5	107.7	106.6	67.09
★ San Francisco	118.3	102.4	101.4	103.10
★ San Jose	230.9	101.6	100.6	28.81
★ Santa Ana	297.7	109.5	108.4	17.44
★ Santa Barbara	149.4	101.5	100.5	9.18
★ Santa Rosa	197.8	120.2	119.0	7.93
★ Stockton	145.0	101.3	100.3	16.11
★ Ventura	129.8	105.0	104.0	6.22
Colorado	181.5	105.2	104.2	191.72
★ Colorado Springs	300.9	108.4	107.3	14.62
★ Denver	180.0	107.1	106.0	77.37
★ Pueblo	192.1	102.6	101.6	10.68
Connecticut	168.4	96.7	95.7	274.31
Bridgeport	117.9	93.8	92.9	20.62
Hartford	143.1	98.7	97.7	31.92
Meriden- Wallingford	157.4	100.0	99.0	7.76
Middletown	152.2	94.1	93.2	4.29
New Haven	145.4	99.3	98.3	25.07
★ New London	168.1	107.9	106.8	6.69
Norwich	175.7	100.7	99.7	5.17
Stamford	196.7	98.8	97.8	13.44
Waterbury	136.7	95.3	94.4	12.63
Delaware	171.5	116.2	115.0	54.43
★ Wilmington	167.0	117.9	116.7	26.10
District of Columbia	118.1	95.7	94.8	110.98
Washington	118.1	95.7	94.8	110.98

New London— FIRST In Retail Sales!

New London is first in average retail sales per family . . . over all Connecticut cities with a population of 25,000 or more (SM '58 Survey).

Sell where you're sure of results: New London's 66,547 ABC City Zone, sold for sure by its only daily.

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

MIDDLETOWN Metropolitan Area

A National Leader In Lumber-Building Materials Hardware Sales

Among the country's first-choice markets (its 280 metropolitan areas), Middletown ranks 41st in family purchases of lumber—building materials—hardware—outspends 239 other areas!

Family expenditures for these goods average \$392 (\$94 above average)—a big target for manufacturers of paints, tools, do-it-yourself products . . . and so easy to hit when you use the Press.

No combination of outside newspapers comes anywhere near equaling its coverage of Metropolitan Middletown.

You ALWAYS Get MORE in MIDDLETOWN

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.
OWN NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

SALES MANAGEMENT

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
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FOR NOVEMBER, 1958



RETAIL SALES FORECAST (S.M. Forecast for November, 1958)

City				
City	City	Nat'l.		
Index	Index	Index		\$
1958	1958	1958		(Million)
vs.	vs.	vs.		November
1948	1957	1957		1958

Florida

	269.8	105.1	104.1	530.70
★ Fort Lauderdale	397.7	104.1	103.1	20.12
★ Jacksonville	221.0	109.5	108.4	46.24
★ Miami	249.5	108.3	107.2	81.51
★ Orlando	311.6	108.5	107.4	22.34
Pensacola	337.5	95.4	94.5	16.13
St. Petersburg	276.2	100.8	99.8	26.51
★ Tampa	286.4	109.2	108.1	38.67

Georgia

	174.7	101.3	100.3	309.72
★ Albany	200.4	107.7	106.6	6.19
★ Atlanta	182.1	101.8	100.8	80.91
★ Augusta	207.3	110.7	109.6	14.47
Columbus	155.5	98.8	97.8	12.11
★ Macon	176.8	104.0	103.0	12.45
★ Savannah	173.4	101.4	100.4	15.92

1st in LOUISIANA BATON ROUGE

Louisiana's fastest growing market is
tops in the state's high spot cities.

LOOK HOW SALES ARE SOARING!

RETAIL SALES

77 percent above the Louisiana average

FOOD SALES

61 per cent above the Louisiana average

GENERAL MERCHANDISE

64 per cent above the Louisiana average

FURNITURE -

HOUSEHOLD APPLIANCES

107 per cent above the Louisiana average

AUTOMOTIVE SALES

95 per cent above the Louisiana average

DRUG SALES

95 per cent above the Louisiana average

Baton Rouge's top SELLING force is

STATE-TIMES

AND

MORNING ADVOCATE

Represented by the John Budd Company

RETAIL SALES FORECAST (S.M. Forecast for November, 1958)

City				
City	City	Nat'l.		
Index	Index	Index		\$
1958	1958	1958		(Million)
vs.	vs.	vs.		November
1948	1957	1957		1958

Hawaii

★ Honolulu	154.8	105.5	104.5	31.71
------------	-------	-------	-------	-------

Idaho

	154.3	113.6	112.5	75.45
★ Boise	186.1	115.3	114.2	10.27

Illinois

	143.7	98.3	97.3	1058.93
★ Bloomington	135.2	105.5	104.5	6.49
★ Champaign-				
Urbana	155.4	108.7	107.6	9.98
Chicago	129.6	99.6	98.6	472.33
Danville	133.5	97.5	96.5	6.53
Decatur	165.9	100.1	99.1	12.74
★ East St. Louis	159.9	101.7	100.7	11.51
★ Moline-Rock Island				
East Moline	147.3	103.9	102.9	14.10
Peoria	138.2	96.9	95.9	19.15
Rockford	191.8	95.7	94.8	22.00
★ Springfield	148.9	102.0	101.0	15.56

Indiana

	150.1	100.2	99.2	444.05
Evansville	140.2	94.4	93.5	16.47
Fort Wayne	144.1	98.6	97.6	20.91
Gary	155.8	95.1	94.2	18.50
★ Indianapolis	164.2	107.8	106.7	80.34
★ Lafayette	136.9	103.3	102.3	6.15
Muncie	155.4	97.4	96.4	8.67
South Bend	121.7	95.6	94.7	17.40
Terre Haute	124.1	97.5	96.5	9.93

Iowa

	140.0	108.1	107.0	300.63
★ Cedar Rapids	148.5	103.1	102.1	12.49
★ Davenport	134.0	102.9	101.9	11.79
★ Des Moines	146.4	109.3	108.2	30.55
★ Dubuque	145.8	110.5	109.4	7.62
★ Sioux City	165.9	124.7	123.5	15.86
★ Waterloo	137.3	102.7	101.7	9.82

Kansas

	149.5	105.4	104.4	212.72
★ Hutchinson	145.9	124.7	123.5	6.45
★ Kansas City	154.3	102.4	101.4	14.03
★ Topeka	171.7	101.2	100.2	13.34
★ Wichita	214.7	107.8	106.7	36.55

Kentucky

	150.0	98.8	97.8	210.69
★ Lexington	152.5	107.0	105.9	12.67
Louisville	155.2	99.1	98.1	52.97
Paducah	154.9	96.7	95.7	5.45

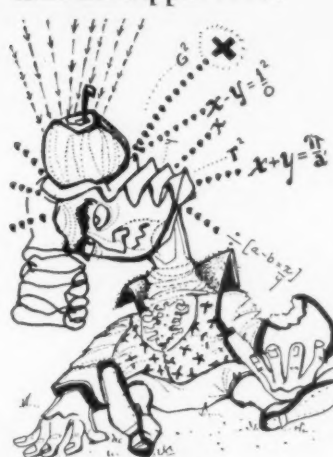
Louisiana

	176.2	98.3	97.3	249.21
★ Baton Rouge	243.1	103.3	102.3	23.97
★ Lake Charles	258.3	101.6	100.6	9.71
★ Monroe-West				
Monroe	178.4	101.6	100.6	9.23
New Orleans	158.1	97.5	96.5	67.62
★ Shreveport	163.0	101.3	100.3	20.98

Maine

	144.7	101.5	100.5	90.65
★ Bangor	158.4	105.9	104.9	7.03
★ Lewiston-Auburn	136.5	101.4	100.4	7.65

Just Like Newton
and the Apple



people
REACT
to the
voice and vision
of NBC in
South Bend - Elkhart

call Petry today!

WNDU-TV CHANNEL 16
BERNIE BARTH & TOM HAMILTON

Pay-Off Package

To sell Maine's third food mar-
ket (York County), start with
the pay-off package—39% of
the food sales are concentrated
in Biddeford-Saco.

The Biddeford Journal alone de-
livers it . . . reaching 90% of
Biddeford-Saco families every
week day.

THE BIDDEFORD

JOURNAL

BIDDEFORD, MAINE

Represented by

The Julius Mathews Special Agency, Inc.



TESTING

test where it's best...

PORTLAND, MAINE

1 Rated first for testing among U. S. Cities in 75,000 to 150,000 population group!

6 Rated sixth for testing among all U. S. Cities due to stable economy.

2 Rated second for testing among all New England cities regardless of population.

Source: SALES MANAGEMENT

Comstock Foods is the latest in a distinguished line of products to select Portland, Maine as best for the test.

Other products recently tested in Northern New England's No. 1 market are Johnson & Johnson's First Aid Cream, Nestle's Nescreme and Strongheart Dog Food.

Do what others do! Make Portland, Maine your No. 1 test city. Write for details. Then, you'll be sure to select the market that guarantees ideal and economical testing conditions.



Portland, Maine Newspapers
 PORTLAND PRESS HERALD EVENING EXPRESS
 SUNDAY TELEGRAM

Represented by:
 Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR NOVEMBER, 1958

RETAIL SALES FORECAST

(S.M. Forecast for November, 1958)

City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	November
1948	1957	1957	1958

Maine (cont'd)

★ Portland 137.7 102.3 101.3 12.73

Maryland

Baltimore 149.0 98.1 97.1 128.19
 Cumberland 131.8 100.2 99.2 6.01
 ★ Hagerstown 194.1 102.5 101.5 7.84

Massachusetts

..... 151.5 100.1 99.1 533.48
 ★ Boston 138.4 101.4 100.4 124.36
 ★ Brockton 138.9 104.4 103.4 8.15
 ★ Fall River 118.3 101.6 100.6 10.17
 ★ Holyoke 152.0 106.3 105.2 7.46
 ★ Lawrence 139.4 106.7 105.6 10.79
 Lowell 123.3 98.7 97.7 9.41
 Lynn 130.1 100.6 99.6 10.82
 New Bedford 124.2 97.8 96.8 11.00
 Pittsfield 154.9 100.9 99.9 7.93
 ★ Salem 158.8 108.0 106.9 7.19
 ★ Springfield 147.0 103.4 102.4 24.08
 Worcester 131.2 97.4 96.4 24.55

Michigan

..... 152.5 92.8 91.9 754.59
 ★ Battle Creek 143.3 101.8 100.8 8.60
 Bay City 153.2 98.1 97.1 7.94
 Detroit 132.4 92.4 91.5 230.27
 Flint 191.8 96.5 95.5 31.42
 Grand Rapids 146.8 98.4 97.4 29.22
 Jackson 139.7 93.0 92.1 9.25
 Kalamazoo 171.9 100.8 99.8 14.15
 Lansing 148.9 95.0 94.1 17.49
 Muskegon 135.6 93.7 92.8 8.36
 Pontiac 180.9 96.7 95.7 13.88
 Port Huron 137.6 94.8 93.9 6.07
 Royal Oak-
 Ferndale 227.6 93.3 92.4 15.68
 Saginaw 152.4 95.5 94.6 13.35

Minnesota

Duluth 128.8 93.8 92.9 13.11
 ★ Minneapolis 140.6 104.3 103.3 84.57
 ★ St. Paul 138.5 107.2 106.1 46.62

Mississippi

..... 182.9 121.4 120.2 155.27
 ★ Jackson 214.1 127.7 126.5 18.18
 ★ Meridian 179.9 109.8 108.7 6.08

Missouri

..... 146.1 101.0 100.0 435.43
 Joplin 135.9 99.7 98.7 5.99
 ★ Kansas City 126.8 106.5 105.4 79.18
 ★ St. Joseph 142.9 113.2 112.1 9.83

SALES MANAGEMENT

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR NOVEMBER, 1958 •

RETAIL SALES FORECAST (S.M. Forecast for November, 1958)

City		City		City		\$
Index	Index	Index	Index	Index	Index	
1958	1958	1958	1958	1958	1958	(Million)
vs.	vs.	vs.	vs.	vs.	vs.	November
1948	1957	1957	1957	1958	1958	

Missouri (cont'd)

St. Louis	127.1	97.7	96.7	103.77
★ Springfield	168.3	110.4	109.3	12.17

Montana	140.9	98.0	97.0	71.39
★ Billings	168.5	105.2	104.2	8.21
Butte	132.3	90.6	89.7	5.35
Great Falls	154.5	99.5	98.5	7.66

Nebraska	141.7	106.9	105.8	156.85
★ Lincoln	156.8	110.8	109.7	15.63
★ Omaha	152.4	107.6	106.5	39.26

Nevada	225.9	101.8	100.8	38.16
Las Vegas	323.1	98.8	97.8	12.44
★ Reno	201.2	107.9	106.8	12.17

The Country's Largest Newspaper

We're far from being the largest newspaper in the country—but we do a big job of effectively covering this market of 9,600 families with a buying income of \$53,890,000.

When it comes to reaching—and selling—these families, you'll find us the biggest newspaper in the nation. No other paper can do the job.

Little Falls Times

LITTLE FALLS, N. Y.

Represented by
The Julius Mathews Special Agency, Inc.

RETAIL SALES FORECAST (S.M. Forecast for November, 1958)

City		City		City		\$
Index	Index	Index	Index	Index	Index	
1958	1958	1958	1958	1958	1958	(Million)
vs.	vs.	vs.	vs.	vs.	vs.	November
1948	1957	1957	1957	1958	1958	

New Hampshire

	147.0	100.2	99.2	57.24
Manchester	145.4	100.2	99.2	10.35
★ Nashua	157.8	105.1	104.1	4.81

New Jersey

	172.1	104.7	103.7	637.13
★ Atlantic City	126.1	104.6	103.6	12.46
★ Camden	161.8	119.6	118.4	18.91
Elizabeth	131.8	99.8	98.8	13.31
★ Jersey City-				
Hoboken	126.8	108.7	107.6	29.49
★ Newark	124.9	102.7	101.7	60.50
Passaic-Clifton	162.5	95.8	94.8	18.15
Paterson	131.1	95.8	94.8	20.05
★ Trenton	210.6	119.8	118.6	29.30

New Mexico

	231.9	117.6	116.4	92.98
★ Albuquerque	286.0	119.4	118.2	27.22

New York

	151.1	103.8	102.8	1837.29
★ Albany	140.4	102.1	101.1	21.38
★ Binghamton	136.1	106.6	105.5	12.81
Buffalo	129.6	95.8	94.9	71.38
Elmira	130.6	95.8	94.9	7.94
★ Hempstead				
Township	328.8	109.7	108.6	110.11
Jamestown	123.0	94.5	93.6	6.03
★ New York	135.4	106.6	105.5	908.42
Niagara Falls	148.8	94.6	93.7	12.12
Poughkeepsie	146.8	97.0	96.0	8.12
★ Rochester	158.4	103.6	102.6	55.28
Rome	158.9	93.3	92.4	4.81
Schenectady	129.1	96.0	95.0	13.89
★ Syracuse	140.0	102.1	101.1	33.23
★ Troy	125.7	103.3	102.3	9.92
Utica	124.9	98.4	97.4	12.56

North Carolina

	188.1	105.2	104.2	355.18
Asheville	142.9	95.2	94.3	9.59
★ Charlotte	195.7	110.4	109.3	29.26
★ Durham	147.9	104.0	103.0	10.66
★ Greensboro	217.4	118.0	116.8	22.89
★ High Point	221.7	105.9	104.9	7.12
★ Raleigh	190.0	107.1	106.0	13.18
Salisbury	170.4	95.1	94.2	4.35
Wilmington	167.0	95.8	94.9	6.51
Winston-Salem	205.7	99.9	98.9	15.10

North Dakota

	130.3	103.5	102.5	66.87
★ Fargo	144.8	105.1	104.1	8.21

Ohio

	157.9	95.6	94.7	966.28
Akron	154.3	98.0	97.0	40.98
Canton	142.0	93.8	92.9	17.94
Cincinnati	147.6	100.3	99.3	76.13
Cleveland	132.6	92.4	91.5	128.58
★ Columbus	179.2	107.3	106.2	68.96
Dayton	153.7	95.8	94.9	43.86
Elyria	157.2	94.2	93.3	5.50

You Can be SURE . . . When You Use the Salisbury POST

Yes . . . you are sure of
17,800 responsive circulation.

All metropolitan state
papers combined have a
circulation in Salisbury-
Rowan of but a fraction
over 3,500.

The POST is the ONLY
newspaper published in
the Salisbury-Rowan
market.

Use the POST.
it sells . . .
profitably.



Published in the Tri-Cities
Salisbury—Spencer—East Spencer
Post Office:

SALISBURY, NORTH CAROLINA

\$62,030,000

Food Sales . . . and Still GROWING

We're on our way up—but fast!
Food sales . . . now \$62 million
. . . average \$1,083 per family
—\$131 above the U.S. average.

Keep pace with Ohio's No. 1
growth market (rated by Sales
Management among the 50
fastest-growing metropolitan
areas in the nation). Get an
ever-increasing return on your
advertising—through the mar-
ket's leading newspaper.

Chronicle-Telegram
"The Family Newspaper"

ELYRIA, OHIO

Circulation 23,677, ABC 12/31/57
DOUBLE the Number of City Families

Represented by
The Julius Mathews Special Agency, Inc.

COLOR is blooming in ALTOONA!

The Altoona Mirror is a veritable garden of color these days. Advertisers who've discovered how color pulls in this bustling market placed nearly 142,000 lines in the first half of '58 . . . pushing ahead of last year's record pace. And 1957's total passed 280,000 lines—more than many metropolitan dailies! Here are three reasons for the Mirror's color lineage success . . .

First, a bustling, growing market that's ready to buy. Second, an accepted local newspaper that really covers the market—95.1% of the city zone, 75% of the entire county. Third, the kind of color craftsmanship that lets your color shine in all its glory. Pick yourself a bouquet of business by advertising in COLOR in the Altoona Mirror.

Sell Bustling Altoona With The

Altoona Mirror

Altoona Pennsylvania's Only Daily Newspaper

Richard E. Beeler, Adv. Mgr.

If you aren't covered
by the



BETHLEHEM GLOBE TIMES you're not cover- ing Penn's 3rd largest market!

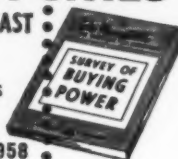
The Bethlehem Globe Times

Rolland L. Adams, Publisher

Gallagher-De Lister, Inc., national representatives

HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR NOVEMBER, 1958 •

RETAIL SALES FORECAST (S.M. Forecast for November, 1958)

City		City		City		City	
Index	1958	Index	1958	Index	1958	Index	1958
1958	vs.	1958	vs.	1958	vs.	1958	vs.
1948	1948	1957	1957	1957	1957	1958	1958

Ohio (cont'd)

Hamilton	172.8	99.5	98.5	9.90
Lima	154.3	95.4	94.5	9.04
Lorain	160.7	94.9	94.0	7.65
Mansfield	170.8	98.5	97.5	9.33
★ Middletown	156.7	102.5	101.5	5.81
Portsmouth	143.8	95.1	94.2	6.01
Springfield	149.7	94.7	93.8	11.77
Steubenville	178.1	95.6	94.7	8.07
Toledo	131.5	95.7	94.8	42.38
Warren	160.7	90.6	89.7	9.01
Youngstown	144.3	91.3	90.4	25.67
Zanesville	142.8	96.8	95.8	6.13

Oklahoma	142.5	95.9	95.0	196.11
Bartlesville	160.3	94.2	93.3	3.06
★ Muskogee	171.1	118.1	116.9	5.30
Oklahoma City	167.0	96.6	95.6	40.41
Tulsa	167.3	95.0	94.1	31.93

Oregon	139.1	100.6	99.6	186.49
Eugene	136.7	100.7	99.7	9.14
Portland	132.7	100.7	99.7	64.05
★ Salem	152.5	112.9	111.8	9.61

Pennsylvania	139.4	97.8	96.8	1044.48
★ Allentown	159.1	109.1	108.0	18.99
Altoona	122.4	100.7	99.7	7.95
Bethlehem	131.4	93.8	92.9	6.86
★ Chester	164.4	105.4	104.4	10.90
Erie	128.4	94.2	93.3	17.12
★ Harrisburg	155.7	105.5	104.5	18.23
Hazleton	117.8	97.4	96.4	4.11
Johnstown	128.6	94.4	93.5	9.69
★ Lancaster	158.9	101.8	100.8	12.06
★ Norristown	197.5	105.6	104.6	7.33
Oil City	100.2	95.8	94.9	2.19
Philadelphia	132.1	100.2	99.2	230.65
Pittsburgh	122.4	93.9	93.0	89.18
Reading	128.0	97.5	96.5	14.87
Sharon	120.6	92.9	92.0	4.45
★ Scranton	110.3	101.2	100.2	13.17
★ Wilkes-Barre	111.3	102.4	101.4	9.94
Williamsport	123.0	96.3	95.3	6.12
★ York	170.3	101.9	100.9	11.51

RETAIL SALES FORECAST (S.M. Forecast for November, 1958)

City	City	City	City
Index	Index	Index	Index
1958	1958	1958	1958
vs.	vs.	vs.	vs.
1948	1957	1957	1958

Rhode Island

★ Newport	138.9	101.6	100.6	81.52
Pawtucket	145.5	103.7	102.7	3.68
Central Falls	108.2	93.1	92.2	9.29



It's cuckoo to pass up the \$187-million Effective Buying Income of Pawtucket-Central Falls, R. I.'s 2nd largest market. Income per C.S.U. is highest of any of the state's 5 daily newspaper cities. And only the Pawtucket Times gives effective advertising coverage.

(All data: SM '58 Survey)

Pawtucket Times

PAWTUCKET, RHODE ISLAND
Represented Nationally By
GILMAN, NICOLL & RUTHMAN

NEWPORT

RHODE ISLAND'S RICHEST MARKET

Richest market in the state—and isolated . . . with 7% of the county's 71,600 population and 76% of its \$128,244,000 income concentrated in the city zone—beyond the effective reach of outside newspapers. The Daily News alone puts you inside the Newport market—with 88% of its circulation in the city zone homes.

The Newport Daily News

Newport County's Only Daily

Largest Circulation
in Southern Rhode Island

Represented by
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR NOVEMBER, 1958 *

City	City	Nat'l.	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	November
1948	1957	1957	1958

★ Providence	123.6	107.0	105.9	33.28
Woonsocket	125.7	96.4	95.4	5.49

★ Charleston	166.5	101.8	100.8	12.39
★ Columbia	172.2	104.2	103.2	16.05
★ Greenville	163.1	101.7	100.7	12.75
Spartanburg	118.4	100.2	99.2	6.79

★ Aberdeen	110.5	98.5	97.5	3.62
★ Rapid City	233.4	119.5	118.3	7.91
★ Sioux Falls	177.2	129.6	128.3	11.53

Close

—your sales in Rhode Island's 100,000+ "Bonus Market"! In apparel sales alone Woonsocket families spend 31% more than the state average (SM '58 Survey). Cover 98% of this \$66-million retail market through its only local daily, the

WOONSOCKET
CALL

Representatives:
Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S
PLUS + MARKET

NOVEMBER 7, 1958

City	City	City	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	November
1948	1957	1957	1958

★ Chattanooga	155.3	101.8	100.8	21.88
Knoxville	148.2	100.8	99.8	21.88
Memphis	141.1	96.5	95.5	55.06
★ Nashville	183.6	108.8	107.7	36.79

★ Abilene	164.7	105.0	104.0	8.52
★ Amarillo	187.5	104.9	103.9	17.38
★ Austin	174.7	109.5	108.4	19.78
Beaumont	145.4	94.1	93.2	14.02
Corpus Christi	198.1	96.4	95.4	20.62
★ Dallas	189.1	101.9	100.9	99.34
★ El Paso	217.8	107.1	106.0	26.05
★ Fort Worth	164.3	101.4	100.4	50.70
Galveston	104.0	92.7	91.8	7.23
Houston	183.4	98.0	97.0	106.74
★ Laredo	150.7	108.8	107.7	4.85
★ Lubbock	204.6	110.5	109.4	18.00
★ Port Arthur	175.2	101.8	100.8	9.18
★ San Angelo	161.8	103.3	102.3	7.86
★ San Antonio	172.6	107.5	106.4	55.03
Texarkana	136.3	100.2	99.2	5.82
Tyler	155.6	97.3	96.3	7.25
★ Waco	161.6	106.1	105.0	13.32
★ Wichita Falls	165.0	101.0	100.0	10.23

★ Ogden	167.6	109.2	108.1	9.77
Salt Lake City	182.8	98.0	97.0	33.65

★ Burlington	145.3	106.8	105.7	5.77
Rutland	127.3	100.6	99.6	3.12

★ Danville	137.2	102.1	101.1	6.02
Lynchburg	134.0	99.1	98.1	6.81
Newport News	134.2	98.8	97.8	8.17
Norfolk	159.3	95.5	94.6	31.00
★ Portsmouth	174.9	105.3	104.3	9.76
★ Richmond	151.5	110.3	109.3	40.34
Roanoke	130.1	98.2	97.2	12.36

★ Bellingham	108.0	98.7	97.7	4.01
★ Everett	146.0	105.5	104.5	6.92
Seattle	160.7	100.4	99.4	82.80
Spokane	153.1	99.0	98.0	25.43
Tacoma	152.6	100.2	99.2	21.63
★ Yakima	135.7	105.2	104.2	9.17

★ Charleston	137.2	95.5	94.6	16.03
Huntington	148.8	95.3	94.4	12.11
Wheeling	124.7	93.6	92.7	8.94

City	City	City	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	November
1948	1957	1957	1958

★ Green Bay-Appleton-Neenah	145.8	100.8	99.8	393.56
Beloit - Janesville	134.5	90.0	89.1	8.33

★ Kenosha	137.7	97.3	96.3	7.03
★ La Crosse	146.9	104.4	103.4	7.46
★ Madison	174.8	107.2	106.1	17.57
★ Milwaukee	150.6	103.5	102.5	99.34
Oshkosh	129.3	100.9	99.9	6.14
Racine	129.1	97.8	96.8	9.53
Sheboygan	133.6	96.9	95.9	5.75
Superior	127.2	98.5	97.5	3.75

★ Casper	201.2	103.3	102.3	6.60
★ Cheyenne	173.3	109.8	108.7	6.17

City	City	City	
Index	Index	Index	\$
1958	1958	1958	(Million)
vs.	vs.	vs.	November
1951	1957	1957	1958

★ Calgary	133.1	92.5	89.8	20.77
Edmonton	132.9	101.9	98.9	24.35

★ Vancouver	148.6	97.7	94.9	59.59
★ Victoria	171.4	112.7	109.4	13.59

★ Winnipeg	122.6	110.3	107.1	32.87
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★ Saint John	135.2	98.6	95.7	6.52
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★ Halifax	129.1	102.1	99.1	11.17
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★ Hamilton	124.7	100.8	97.9	24.70
★ London	135.1	103.1	100.1	14.72
★ Ottawa	134.3	113.5	110.2	24.19
★ Toronto	155.0	106.6	103.5	134.61
Windsor	106.8	93.1	90.4	12.09

★ Montreal	146.8	102.8	99.8	129.25
★ Quebec	136.0	105.5	102.4	19.17

★ Regina	168.4	124.4	120.8	15.15
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SALES MANAGER FOR CREATIVE PRINTING

First we want a general sales manager who understands and can do and direct creative selling of printed material. By creative selling we mean not to ask for a chance to bid but to ask for a chance to be of service. Find out the need—and fill that need better than it has ever been filled before.

Second he should have the ability to analyze the company's markets, set goals and get his goals accomplished through others. He must be capable of strong selling in "rough and tumble" competitive markets. Compensation to fit the man. West Coast territory. Company one of leaders in field. Most modern equipment. Please write Box 4023 giving qualifications, employment history, salary requirements and availability. Our employees know of this advertisement.

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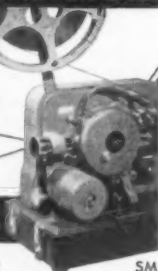
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BRIEFED

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SALES GAINS AND LOSSES

With so many marketers alert to the importance of the package, it's not too surprising that some of the packaging companies are feeling the good effects of this trend. Continental Can Co., for example, had the best three months of its history in the third quarter of 1958. Sales and operating revenues hit \$328,462,000, a 5% increase over the 1957 figure for the same period.

A record-breaker in another field is Wickes Corp., maker of heavy machine tools and marketer of farm products. For fiscal year ended June 30, Wickes reported sales of \$82,831,609, compared with \$78,401,576 for the previous year.

Figures are shown in millions of dollars.

UP-33				DOWN-39			
Company	Period	1958	1957	Company	Period	1958	1957
Alpha Portland Cement	9 mo.	24.8	23.7	Acme Electric	yr.	9.3	10.5
				Acme Industries	yr.	8.0	9.2
Bestwall Gypsum	9 mo.	25.1	22.5	Allis-Chalmers	9 mo.	393.7	419.3
				American Cyanamid Co.	3 mo.	130.9	133.0
Central Soya Co.	yr.	226.0	196.5	Bogue Electric Mfg.	6 mo.	3.5	6.0
Collins & Aikman	6 mo.	19.7	18.5				
Cole, Milling & Elevator	3 mo.	27.6	25.8	Calif. Eastern Aviation	6 mo.	11.1	15.6
Consolidated Cement	9 mo.	9.1	8.0	Champlin Oil and Refining			
Continental Can Co.	3 mo.	328.5	312.6	Co.	9 mo.	58.6	62.0
Craig Systems	yr.	13.0	12.8	Consolidated Coal	9 mo.	10.7	19.2
General Instrument	6 mo.	19.1	15.2	Diamond Alkali	3 mo.	28.1	32.4
General Portland Cement							
Co.	9 mo.	33.8	27.9	E. I. du Pont de Nemours			
				& Co.	9 mo.	1,324.0	1,495.0
Hoover Ball & Bearing	yr.	22.6	22.3	Eaton Manufacturing	3 mo.	42.0	55.3
Husmann Refrigerator	9 mo.	26.1	23.9				
King-Seely Corp.	yr.	36.6	34.9	Garrett Corp.	3 mo.	37.7	44.2
				General Electric Co.	3 mo.	1,003.6	1,048.0
				Granite City Steel	9 mo.	88.7	94.0
R. H. Macy & Co., Inc.	yr.	456.4	447.6				
Masonite Corp.	yr.	59.1	58.9	Industrial Rayon Corp.	9 mo.	32.6	43.2
Maytag Co.	9 mo.	74.5	73.5				
National Gypsum Co.	3 mo.	45.7	37.6	Jones & Laughlin Steel			
Nekoosa-Edwards Paper	9 mo.	28.6	28.1	Corp.	3 mo.	161.8	218.5
				Kendall Co.	36 wk.	69.2	73.5
Pacific Clay Products	9 mo.	7.4	6.6	Kingsford Co.	yr.	8.1	10.1
Perkin-Elmer Corp.	yr.	15.1	12.8	Koehring Co.	9 mo.	33.4	44.1
Polaroid Corp.	9 mo.	41.2	30.6				
Purex Corp., Ltd.	yr.	54.1	50.3	Lamson & Sessions Co.	9 mo.	23.0	30.9
				Liggett & Myers Tobacco			
Rohm & Haas Co.	3 mo.	44.4	42.0	Co.	9 mo.	412.0	434.4
				Lone Star Steel Co.	9 mo.	35.0	76.0
Schick, Inc.	3 mo.	6.4	4.4				
SeaPak Corp.	53 wk.	10.5	9.9	Newmont Mining	9 mo.	7.6	11.3
S. Morgan Smith Co.	24 wk.	10.6	9.0	Northrop Aircraft, Inc.	yr.	256.4	281.3
Smith, Kline & French							
Laboratories	9 mo.	92.8	85.4	Pacific Airmotive Corp.	9 mo.	15.2	24.5
South Coast Corp.	yr.	20.8	20.4	H. K. Porter Co.	3 mo.	32.7	38.6
St. Regis Paper Co.	3 mo.	88.8	86.7				
Thatcher Glass Mfg.	9 mo.	32.1	31.9	Republic Supply Co. of			
Thomaston Mills	yr.	34.0	33.9	Calif.	3 mo.	6.1	9.3
				River Raisin Paper	6 mo.	8.9	9.1
Utah-Idaho Sugar	6 mo.	17.3	16.8	Roddiss Plywood	9 mo.	38.4	38.5
Wickes Corp.	yr.	82.8	78.4	Sangamo Electric	9 mo.	27.3	37.2
				Sherwin-Williams	yr.	254.4	257.8
				Southern Materials Co.	3 mo.	4.5	5.9
				Standard Products	3 mo.	5.2	7.8
				Super Mold Corp. of Calif	yr.	8.8	10.2
				Swan Rubber	yr.	17.2	18.8
				Townsend Co.	yr.	15.2	16.8
				United-Carr Fastener	9 mo.	30.8	39.6
				United Electric Coal Co.	yr.	15.5	16.3
				Williams-McWilliams			
				Industries	6 mo.	20.7	24.0

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VICE-PRESIDENT, SALES
Randy Brown

SALES PROMOTION MANAGER
Philip L. Patterson

Asst. to Vice-President, Sales
Cecelia Santoro

ADV. SERVICE MANAGER
Madeleine Singleton

PRODUCTION MANAGER
Virginia New

DIVISION SALES MANAGERS

New York—W. E. Dunsby, Wm. McClenaghan, Elliot Hague, Howard Terry, Robert B. Hicks, Dan Callanan, John A. Spooner, 630 Third Ave., New York 17, N. Y., YUkon 6-4800.

Chicago—C. E. Lovejoy, Jr., Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODLAND 2-3612; (space other than publication or broadcasting accounts), M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., or 681 Market St., San Francisco 5, Cal.

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TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

Dual

Jim Hagerty still has that dual job: Print media call him *press* secretary and broadcasters say he's *news* secretary to the President.

Per M

I've just emerged from a 188-page book prepared by ANA (with assists from ABC and MAB) titled "Magazine Circulation and Rate Trends: 1940-1957."

By and large magazine ad rates in this period rose about 30% faster than circ. In black-and-white rate per page per thousand, among 50 mags. and groups studied, *Mademoiselle* led with a 107.6% boost in 17 years—followed by *Life*, 97%, and *Glamour*, 72.2%.

On the other hand, six books in 1957 cost less on this basis in 1957 than in 1940: *U.S. News & World Report*, 31.5% less; *House Beautiful*, 20.7%; *House & Garden*, 18.7%; *Harper's Bazaar*, 5.5%; *New Yorker*, 3.5%; and *Vogue*, .1%.

Farm & Ranch-Southern Agriculturist was virtually unchanged in b&w—\$3.27 vs. \$3.21. Three outdoor books—*Field & Stream*, *Outdoor Life* and *Sports Afield*—were up only 1.8% to 7.1%.

Costliest one-time rates in 1957 were those of *Fortune*, with \$13.17 b&w and \$19.74 color; *Vogue*, \$8.92 and \$12.65; *Business Week*, \$8.90 and \$14.54; and *Harper's Bazaar*, \$8.76 and \$12.38.

Cheapest, b&w, were *TV Guide*, \$1.61; *Mechanix Illustrated*, \$1.68; *Coronet*, \$1.89; *Reader's Digest*, \$2.53; *Cosmopolitan*, \$2.63.

Such newcomers as *Charm*, *Ebony*, *Holiday*, *Seventeen*, *Sports Illustrated* and *TV Guide* didn't get into the full 17-year picture. A decade ago *Grit* turned from two one-time b&w bases to one, and *Family Circle* first became ABC-audited. As "advertising media," *Reader's Digest* and *Coronet* are quite "new."

Advertisers

Longevity: To the Parker people I suggest the slogan, "How many pens 'make' a Parker?" The wording may be a bit obscure. But the fact, as I've found it, is that a Parker ballpoint, \$1.95, outlasts in one filling empty-umph others.

Hail: I shouldn't go so far as to say Drink American First. But having been harried for 25 years (come Dec. 7) by the Scotch, Canadian and Irish whisky folks, and promoters of French cognac, German beer, Italian vermouth and Cuban rum (among others), I'm pleased to hear that Schenley's Lew Rosenstiel is putting down \$1 million to launch a Bourbon Institute. After all, what (except maybe tobacco) is more indigenous to this New World than corn? [See "Bourbon-Flavored Culture," p. 7.]

Bourbon II: However, as an Old Forester (and Old Grand-Dad and I. W. Harper) man I was slightly amazed to learn about Brown-Forman's new import operations. Usher's Scotch may be understandable. But who in Louisville ever heard of Clicquot-Reims or Cruse-Bordeaux or Feuerherd-Oporto?

Lark: Rival motor-makers have some nice things to say about the looks of Studebaker's new "compact" Lark. Orders for it are "up 50%" from those of the replaced Scotsman, a year ago.

Weeklies: While Buick rouses newspaper wrath over its alleged "preference" for TV, Chevrolet continues to schedule 7,500 papers—including weeklies.

Agencies

Finance: I've just discovered that advertising for J. P. Morgan & Co. is handled by Albert Frank-Guenther Law, while Doremus & Co. guides the investment affiliate, Morgan, Stanley & Co.

This reminds me that AF-GL has long been agency for Merrill Lynch. Grateful for financial help from Rudy Guenther in getting his investment firm launched, the late Charlie Merrill once told Rudy that he'd have the account as long as he (Rudy) lived. (Rudy, in his 80's, is still vigorous.)

In further gratitude, Charlie gave Rudy a new Rolls-Royce each Christmas. After the first three, Rudy said he'd be glad to settle for something else.

Fisticuffs: Sponsors of "Wednesday Night Fights" on ABC-TV come and go, but Les Malitz makes out. Handling the Pabst beer account at Warwick & Legler, ex-media director Malitz became a boxing impresario. When Pabst moved to Leo Burnett Co., Chicago, Les followed. Pabst has since moved several times. But the fights, (currently sponsored by Viceroy cigarettes and Miles Labs) are "produced by Lester M. Malitz, Inc."

Media

Potent: Berenice Connor's pitch on "Womanpower—and Journalpower" almost made me renounce my sex. The girls in my entourage have been chortling over a new cartoon book (Dodd, Mead) titled, "Never Underestimate the Power of . . ."

Ladies' Home Journal—current circ. 5,695,399—will get at least bigger with Curtis' acquisition of Capper's *Household* (2,638,000) . . . Yet at its very helm I see "Togetherness." For a decade the *Journal's* joint editors have been Bruce and Beatrice Gould.

Journals: RCA will produce and market an electronic typesetting machine, and other automation devices, developed by *Wall St. Journal* . . . With 520,713, this *Journal* now ranks 10th in circ. among all U. S. dailies.

Records: WABC-TV, New York, had a 53% gain in profit in the year's first nine months . . . *Sports Illustrated*, now in the black, will boost ad revenue this year by \$3 million—to \$10 million . . . *Sunday*, distributed with 34 large-city newspapers, expects a record \$37 million volume in 1958.

*"The new look in
BRECK shampoo packaging!
Beautiful, lightweight, unbreakable,
plastic jars, molded from*

MARLEX *"

Designed and blow-molded by PLAX, this attractive 6-oz. widemouth contour jar has strong, thin walls that are shatterproof and chip-proof . . . safe in the bathroom . . . perfect for travel. The new tapered contour design is easy to hold, and the surface is gentle to the touch.

In addition to being first in the cosmetics field with this revolutionary new package, Breck saves more than 5 pounds per case in shipping weight, since the new jar has 1/10th the weight of a comparable opal glass jar!

This is just one of the many profitable new packaging possibilities with MARLEX . . . others include transparent film, squeeze bottles and tubes. No other type of packaging material is so versatile and economical.

*MARLEX is a trademark for Phillips family of olefin polymers.



Edward J. Breck
President
John H. Breck, Inc.

PHILLIPS CHEMICAL COMPANY, Bartlesville, Oklahoma
A subsidiary of Phillips Petroleum Company

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Geneva 4-7600

NEW YORK and EXPORT
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New York 5, N. Y.
Ogby 4-3480

AKRON
318 Water Street
Akron 8, Ohio
Franklin 6-4126

CHICAGO
111 S. York Street,
Elmhurst, Ill.
Terrace 4-6600

WESTERN
317 N. Lake Ave.,
Pasadena, Calif.
RYan 1-0557

SOUTHERN
6010 Sherry Lane
Dallas, Texas
EMerson 8-1358



only four

national magazines carry more advertising than the CHICAGO TRIBUNE MAGAZINE

It's a fact. During the first eight months of 1958, only four national magazines—Life, Business Week, the Post and New Yorker—carried more total advertising than the Chicago Tribune Magazine.

Surprising? Not when you know its selling power in the huge Chicago market. The Chicago Tribune Magazine goes into the homes of nearly 1,300,000 families in Mid America every Sunday. In Chicago and suburbs, it delivers a bigger audience than the top 11 national weekly magazines combined.

To sell Mid America's millions, more and more advertisers are using this medium's tremendous impact. Why not see what it can do for you?

*To be **BIG** in Chicago,
be **BIG** in the Tribune!*

